

Minutes of the meeting of the Finance Committee of the Board of Directors of the Cook County Health and Hospitals System held Friday, March 22, 2019 at the hour of 8:30 A.M., at 1950 W. Polk Street, in Conference Room 5301, Chicago, Illinois.

## **I. Attendance/Call to Order**

Chair Reiter called the meeting to order.

Present: Chair Robert G. Reiter, Jr. and Directors Ada Mary Gugenheim (Substitute Member) and David Ernesto Munar (3)

Board Chair M. Hill Hammock (ex-officio) and Directors Mary Driscoll, RN, MPH; Mike Koetting; and Layla P. Suleiman Gonzalez, PhD, JD

Telephonically

Present: Director Mary B. Richardson-Lowry (1)

Absent: Hon. Dr. Dennis Deer, LCPC, CCFC (1)

Chair Reiter, seconded by Director Munar, moved to allow Director Richardson-Lowry to telephonically participate in the meeting as a voting member. THE MOTION CARRIED UNANIMOUSLY.

Additional attendees and/or presenters were:

Ekerete Akpan – Chief Financial Officer  
Debra Carey – Deputy Chief Executive Officer, Operations  
Keiki Hinami, MD – John H. Stroger, Jr. Hospital of Cook County  
Charles Jones – Chief Procurement Officer  
Terry Mason, MD – Cook County Department of Public Health

Kent Ray – Associate General Counsel  
Deborah Santana – Secretary to the Board  
John Jay Shannon, MD – Chief Executive Officer  
Robert Sumter, PhD, FACHE – Chief Information Officer  
William Trick, MD – John H. Stroger, Jr. Hospital of Cook County

## **II. Public Speakers**

Chair Reiter asked the Secretary to call upon the registered public speakers.

The Secretary responded that there were none present.

## **III. Action Items**

### **A. Minutes of the Finance Committee Meeting, February 22, 2019**

Director Munar, seconded by Director Richardson-Lowry, moved to accept the Minutes of the Finance Committee Meeting of February 22, 2019. THE MOTION CARRIED UNANIMOUSLY.

### **III. Action Items (continued)**

#### **B. Contracts and Procurement Items (Attachment #1)**

Charles Jones, Chief Procurement Officer, provided an overview of the contractual requests presented for the Committee's consideration. The Committee reviewed and discussed the requests.

It was noted that request number 12 is being withdrawn from consideration. Additionally, a minor correction will be made to one of the account numbers listed under request number 2; the contract number for grant recipient YWCA Metropolitan Chicago should be listed as H19-25-0038.

During the discussion of request number 9, regarding Cerner Corporation, Director Driscoll suggested, at some point in the future, that the Committee receive a detailed presentation on the Cerner System. Dr. John Jay Shannon, Chief Executive Officer, recommended that the administration be given time to take a look in a forward fashion, with the strategic planning discussions in mind, to put together a presentation that will blend information on hardware, software and intellectual support. Chair Reiter stated that this presentation should be presented to the Finance Committee, so it can be reviewed and discussed thoroughly at the Committee level.

During the discussion of request number 7, Chair Reiter inquired whether the linen management services provided by the vendor can be audited. Mr. Jones responded in the affirmative.

Director Richardson-Lowry, seconded by Director Munar, moved the approval of request numbers 1 through 21, as amended, with the exception of request number 12, which was withdrawn, and subject to completion of review by Contract Compliance, where appropriate. THE MOTION CARRIED UNANIMOUSLY.

#### **C. Any items listed under Section III**

### **IV. Report from Chief Procurement Officer**

#### **A. 1<sup>st</sup> Quarter FY2019 Report of Purchases made under the authority of the Chief Executive Officer (Attachment #2)**

Mr. Jones presented the 1<sup>st</sup> Quarter FY2019 Report of Purchases made under the authority of the Chief Executive Officer. The Committee reviewed and discussed the information.

#### **B. Report of emergency purchases (Attachment #3)**

One (1) emergency purchase was reported to the Committee.

### **V. Report from the Chief Financial Officer (Attachment #4)**

- **Metrics**
- **Financials: January 2019**

Ekerete Akpan, Chief Financial Officer, provided an overview of the finance metrics. The Committee reviewed and discussed the information.

**VI. Recommendations, Discussion / Information Item**

**A. Strategic planning discussion: Collaborative Research Unit (CRU) (Attachment #5)**

Dr. William Trick, Unit Director, CRU, Department of Medicine, and Dr. Keiki Hinami, Attending Physician, CRU, Department of Medicine, provided an overview of the CRU presentation, which included information on the following subjects:

- Research at Cook County Health (CCH) – Mission, Areas of Responsibility
- Importance of Research
- CCH Institutional Review Board (IRB) Mission
- IRB Accomplishments
- CRU Mission
- Research Framework
- Examples of Projects
- Awards: Completed Projects
- Impact 2020 Update – Status and Results
- Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis
- FY2020-2022 Strategic Planning Recommendations

**VII. Adjourn**

As the agenda was exhausted, Chair Reiter declared the meeting ADJOURNED.

Respectfully submitted,  
Finance Committee of the  
Board of Directors of the  
Cook County Health and Hospitals System

XXXXXXXXXXXXXXXXXXXXXXXXXXXX  
Robert G. Reiter, Jr., Chair

Attest:

XXXXXXXXXXXXXXXXXXXXXXXXXXXX  
Deborah Santana, Secretary

**Follow-up / Requests:**

- Follow-up: Regarding the contract with Cerner Corporation (request number 9), a request/suggestion was made for the Committee to receive a detailed presentation, blending information on hardware, software and intellectual services, on the services provided by Cerner. Page 2
- Follow-up: Regarding request number 7, a request was made regarding auditing the linen management services provided by the vendor. Page 2

Cook County Health and Hospitals System  
Finance Committee Meeting  
Friday, March 22, 2019

ATTACHMENT #1

COOK COUNTY HEALTH AND HOSPITALS SYSTEM  
ITEM III(B)  
MARCH 22, 2019 FINANCE COMMITTEE MEETING  
CONTRACTS AND PROCUREMENT ITEMS

Request #	Vendor/Entity	Service or Product	Fiscal impact not to exceed:	Method of acquisition	Total # of bidders/ RFP responses / GPO companies available	Affiliate / System	Begins on Page #
<b>Execute Intergovernmental Agreement</b>							
1	Illinois Department of Public Health	Service - inspections of swimming facilities within the jurisdiction of the Cook County Department of Public Health	No fiscal impact	n/a	n/a	CCDPH	4
<b>Renew Grants from CCHHS</b>							
2	Grants to several rape crisis centers - see transmittal	Service - rape crisis services	\$275,000.00	n/a	n/a	System	5
<b>Accept Grant Awards</b>							
3	Illinois Department of Human Services	Service - Illinois Prescription Monitoring Program	Grant award amount: \$170,000.00	n/a	n/a	CCDPH	6
4	Illinois Health and Hospital Association	Service - Hospital Preparedness Program	Grant award amount: \$15,000.00	n/a	n/a	System	7
<b>Extend and Increase Grant Award</b>							
5	The Board of Trustees of the University of Illinois	Service - occupational pulmonologist	Grant increase amount: \$62,086.00	n/a	n/a	CCHHS	8
<b>Accept Grant Award Renewal</b>							
6	Illinois Department of Public Health	Service - Safe Drinking Water Program	Grant renewal amount: \$21,650.00	n/a	n/a	CCDPH	9
<b>Increase Contract</b>							
7	Crothall Laundry Services	Service - laundry and linen service program	\$2,150,000.00	This request - noncompetitive process leveraging existing contract	Original contract - competitive RFP process in 2014/3 responses)	System	10

COOK COUNTY HEALTH AND HOSPITALS SYSTEM  
ITEM III(B)  
MARCH 22, 2019 FINANCE COMMITTEE MEETING  
CONTRACTS AND PROCUREMENT ITEMS

Request #	Vendor/Entity	Service or Product	Fiscal impact not to exceed:	Method of acquisition	Total # of bidders/ RFP responses / GPO companies available	Affiliate / System	Begins on Page #
<b>Extend and Increase Contract</b>							
8	SavRX Prescription Services	Service - call center service	\$1,000,000.00	This request - noncompetitive process leveraging existing contract	Original contract - competitive RFP process in 2016/8 responses)	System	11
<b>Amend and Increase Contract</b>							
9	Cerner Corporation	Service - software support, maintenance and enhancements	\$297,513.61	Sole Source	n/a	System	12
<b>Amend, Extend and Increase Contract</b>							
10	SmithGroupJJR, Inc.	Service - architectural, engineering and construction administration services for Regional Outpatient Center	\$9,827,444.00	This request - noncompetitive process leveraging existing contract	Original contract - competitive RFP process in 2016/10 responses)	System	13
<b>Execute Contracts</b>							
11	CDW Government	Product and Service - hardware, software licensing, maintenance and support	\$6,847,904.00	GPO	3	System	14
12	Masimo Americas, Inc.	Product - equipment, software and consumables sensors	\$6,000,000.00	GPO	2	System	15
13	Cardinal Health	Product - medical equipment for North Riverside and Blue Island Health Centers	\$1,285,017.36	GPO	4	ACHN	16
14	Parata Systems, LLC	Product and Service - annual maintenance and support for automated medication filling equipment	\$600,000.00	Sole Source	n/a	System	17
15	Canon Medical Systems, Inc.	Product - Aquilion Prime Series-S, 40-80 slice CT system with AIDR3D enhanced	\$541,429.00	GPO	7	ACHN	18

COOK COUNTY HEALTH AND HOSPITALS SYSTEM  
ITEM III(B)  
MARCH 22, 2019 FINANCE COMMITTEE MEETING  
CONTRACTS AND PROCUREMENT ITEMS

Request #	Vendor/Entity	Service or Product	Fiscal impact not to exceed:	Method of acquisition	Total # of bidders/ RFP responses / GPO companies available	Affiliate / System	Begins on Page #
<b>Execute Contracts (continued)</b>							
16	Holabird & Root, LLC	Service - architectural build and design services	\$424,750.00	RFP	14	System	19
17	Lombart Instruments	Product - various ophthalmology equipment	\$306,819.50	Sole Source	n/a	ACHN	20
18	NuVasive Clinical Services	Service - neurophysiologic monitoring services	\$270,000.00	Sole Source	n/a	System	21
19	Lumenis, Inc.	Product - Lumenis Pulsed Holmium Laser	\$209,000.00	GPO	2	System	22
20	JM Polcurr, Inc.	Service - generator at Provident Hospital	\$204,505.95	Sole Source	n/a	System	23
21	Invivo Corporation A/K/A Philips Healthcare	Product - UroNav R3 System and DynaCad breast and prostate software 4.0	\$179,751.90	GPO	1	System	24

# Cook County Health

## BOARD APPROVAL REQUEST

<b>SPONSOR:</b> N/A		<b>EXECUTIVE SPONSOR:</b> Terry Mason, M.D., Chief Operating Officer, Cook County Department of Public Health	
<b>DATE:</b> 02/14/2019		<b>PRODUCT / SERVICE:</b> Service – Inspections of swimming facilities within the jurisdiction of the Cook County Department of Public Health	
<b>TYPE OF REQUEST:</b> Execute Intergovernmental Agreement		<b>VENDOR / SUPPLIER:</b> Illinois Department of Public Health, Springfield IL	
<b>FISCAL IMPACT:</b> N/A		<b>GRANT FUNDED AMOUNT:</b> N/A	
<b>CONTRACT PERIOD:</b> 01/31/2019 thru 02/01/2024		<b>CONTRACT NUMBER:</b> Intergovernmental Cooperation Act, 5 ILCS 220/1 et seq	
<b>COMPETITIVE SELECTION METHODOLOGY:</b> N/A			
<b>NON-COMPETITIVE SELECTION METHODOLOGY:</b> N/A			

### PRIOR CONTRACT HISTORY:

Illinois Department of Public Health (IDPH) appoints as an agent, health departments as defined in Section 3.23 of Act (210ILCS125/3.23) to conduct inspections and investigations under the Act on behalf of IDPH. The Cook County Department of Public Health (CCDPH) has been operating as an agent to inspect and license Swimming Pool Facilities on an intergovernmental agreement that began on 01/01/2014 and ended on 01/01/2019. The Public Health Department charges fees for swimming pool licensures and inspections under County Ordinance #08-O-07 section 38-41. The fees section of this ordinance was amended by the County Board on Item # 290823 with new fee schedules to begin on 04/01/2018.

### NEW PROPOSAL JUSTIFICATION:

This request is to renew the agreement with the Illinois Department of Public Health to allow the Cook County Department of Public Health to conduct annual licensure inspections of each swimming facility and its appurtenances within their jurisdiction. Additional inspections will be performed as required to ensure compliance with the Act and Code. No funds will be transferred to CCDPH by IDPH under this agreement.

### TERMS OF REQUEST:

This is a request to execute an agreement to allow CCDPH to conduct swimming facility inspections for a period of five (5) years beginning 01/31/2019 thru 02/01/2024.

CCH CFO:   
Ekerete Akpan, Chief Financial Officer

CCH CEO:   
John Jay Shannon, MD, Chief Executive Officer

**APPROVED**

**MAR 29 2019**

BY BOARD OF  
DIRECTORS OF THE COOK COUNTY  
HEALTH AND HOSPITALS SYSTEM

**Request #**

**1**

• Ambulatory & Community Health Network • Cermak Health Services • Department of Public Health •  
• John H. Stroger, Jr. Hospital of Cook County • Oak Forest Health Center • Provident Hospital • Ruth M.  
Rothstein CORE Center •

We Bring Health CARE to Your Community

Page 8 of 95

Revised 03/01/2011



# Cook County Health

## AS AMENDED BOARD APPROVAL REQUEST

<b>SPONSOR:</b> N/A	<b>EXECUTIVE SPONSOR:</b> Ekerete Akpan, Chief Financial Officer
<b>DATE:</b> 03/07/2019	<b>PRODUCT / SERVICE:</b> Service – Rape Crisis Services
<b>TYPE OF REQUEST:</b> Renew Grants from Cook County Health	<b>VENDOR / SUPPLIER:</b> Mujeres Latina en Accion, Cicero, IL Northwest CASA, Arlington Heights, IL Pillars, Berwyn, IL Resilience (f/k/a Rape Victims Advocates (RVA) Chicago, IL YWCA Metropolitan Chicago, Chicago, IL
<b>ACCOUNT:</b> 520825	<b>FISCAL IMPACT NOT TO EXCEED:</b> \$275,000.00
<b>GRANT FUNDED /RENEWAL AMOUNT:</b> N/A	
<b>CONTRACT PERIOD:</b> 05/01/2019 thru 04/30/2020	<b>CONTRACT NUMBER:</b> Mujeres Latina en Accion – H19-25-0034 - \$40,000.00 Northwest CASA - H19-25-0035 - \$40,000.00 Pillars - H19-25-0036 - \$40,000.00 Resilience (f/k/a Rape Victims Advocates (RVA)– H19-25-0037 - \$90,000.00 YWCA Metropolitan Chicago - <del>H19-25-0038</del> - \$65,000.00
<b>COMPETITIVE SELECTION METHODOLOGY:</b> N/A	<b>H19-25-0038</b>
<b>NON-COMPETITIVE SELECTION METHODOLOGY:</b> N/A	

**PRIOR CONTRACT HISTORY:**

On 05/25/2018 the Cook County Health (CCH) Board of Directors approved grants for rape crisis counseling services in the amount of \$275,000.00. Individual grants were awarded to five not-for-profit agencies.

**NEW PROPOSAL JUSTIFICATION:**

This grant is for a one (1) year period and will assist the agencies in providing counseling, medical and legal advocacy, crisis intervention, information and referral services each year to survivors of sexual assault and abuse in Cook County.

**TERMS OF REQUEST:**

This is a request to renew grant funding in an amount not to exceed \$275,000.00, as needed for a twelve (12) month period from 05/01/2019 through 04/30/2020.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: N/A

CCHHS CEO: \_\_\_\_\_

John Jay Shannon, M.D., Chief Executive Officer

**APPROVED**

MAR 29 2019

BY BOARD OF  
DIRECTORS OF THE COOK COUNTY  
HEALTH AND HOSPITALS SYSTEM

**Request #**

**2**

• Ambulatory & Community Health Network • Cermak Health Services • Department of Public Health •  
• John H. Stroger, Jr. Hospital of Cook County • Oak Forest Health Center • Provident Hospital • Ruth M.  
Rothstein CORE Center •

We Bring Health CARE to Your Community

Page 9 of 95

Revised 03/01/2011

# Cook County Health

## BOARD APPROVAL REQUEST

<b>SPONSOR:</b> N/A		<b>EXECUTIVE SPONSOR:</b> Terry Mason, MD, Chief Operating Officer, Cook County Department of Public Health (CCDPH)	
<b>DATE:</b> 02/13/2019		<b>PRODUCT / SERVICE:</b> Service – Illinois Prescription Monitoring Program	
<b>TYPE OF REQUEST:</b> Accept Grant Award		<b>VENDOR / SUPPLIER:</b> Illinois Department of Human Services, Springfield, IL	
<b>ACCOUNT: FISCAL IMPACT NOT TO EXCEED</b> N/A		<b>GRANT FUNDED / RENEWAL AMOUNT:</b> \$170,000.00	
<b>CONTRACT PERIOD:</b> 02/01/2019 thru 09/30/2020		<b>GRANT AWARD NUMBER:</b> 49I1113M40	
<b>COMPETITIVE SELECTION METHODOLOGY:</b> N/A			
<b>NON-COMPETITIVE SELECTION METHODOLOGY:</b> N/A			

### PRIOR CONTRACT HISTORY:

There is no prior history for this grant.

### NEW PROPOSAL JUSTIFICATION:

As a State certified health department in the State of Illinois, the task of The Cook County Department of Public Health will be to establish and maintain regular contact with opioid/heroin prescribing, dispensing and recipients within its county. CCDPH will promote the Prescription Monitoring Program (PMPnow) to all the hospitals, physicians, and pharmacists moving towards universal registration, increased ease of PMP use and access by medical providers and pharmacists. They will implement community or insurer/health system interventions by identifying and providing technical assistance to high-burdened areas in the community and increasing accessibility of information and resources in prevention and awareness of opioid abuse with full intent to prevent overdose and death due to prescription opioids. This program is not mandated.

\*The cost of early termination of this grant is \$0.00.

### TERMS OF REQUEST:

This is a request to accept grant contract number 49I1113M40 in an amount not to exceed \$170,000.00, as needed, for a period of nineteen (19) months from 02/01/2019 thru 09/30/2020.

CCH CFO:

Ekerete Akpan, Chief Financial Officer

CCH CEO:

John Jay Shannon, MD, Chief Executive Officer

**APPROVED**

MAR 29 2019

BY BOARD OF  
DIRECTORS OF THE COOK COUNTY  
HEALTH AND HOSPITALS SYSTEM

**Request #**  
**3**

• Ambulatory & Community Health Network • Cermak Health Services • Department of Public Health •  
• John H. Stroger, Jr. Hospital of Cook County • Oak Forest Health Center • Provident Hospital • Ruth M.  
Rothstein CORE Center •

We Bring Health CARE to Your Community

Page 10 of 95

Revised 03/01/2011

# Cook County Health

## BOARD APPROVAL REQUEST

<b>SPONSOR:</b> Leticia Reyes-Nash, Director of Programmatic Services		<b>EXECUTIVE SPONSOR:</b> Debra Carey, Deputy Chief Executive Officer, Operations	
<b>DATE:</b> 03/01/2019		<b>PRODUCT / SERVICE:</b> Service - Hospital Preparedness Program	
<b>TYPE OF REQUEST:</b> Accept Grant Award		<b>VENDOR / SUPPLIER:</b> Illinois Health and Hospital Association, Naperville, IL	
<b>ACCOUNT:</b> N/A		<b>GRANT FUNDED / RENEWAL AMOUNT:</b> \$15,000.00	
<b>CONTRACT PERIOD:</b> 07/01/2018 thru 06/30/2019		<b>GRANT AWARD NUMBER:</b>	
<b>COMPETITIVE SELECTION METHODOLOGY:</b> NA			
<b>NON-COMPETITIVE SELECTION METHODOLOGY:</b> N/A			

### PRIOR CONTRACT HISTORY:

On 06/29/2018 the Cook County Health (CCH) Board of Directors approved a grant award from the Illinois Health and Hospital Association in the amount of \$14,000.00 for a twelve (12) month period from 07/01/2017 through 06/30/2018.

### NEW PROPOSAL JUSTIFICATION:

This is a subaward agreement between Cook County Health (CCH) and the Illinois Health and Hospital Association to continue activities related to the Hospital Preparedness Program. Under the terms of this agreement CCH will remain an active participating member of the Chicago Healthcare System Coalition for Preparedness and Response ("CHSCPR") assisting in achieving its purposes. The primary purpose of CHSCPR is to develop plans to unify, coordinate and manage emergency planning and response for the healthcare system.

### TERMS OF REQUEST:

This is a request to execute a grant award in an amount not to exceed \$15,000.00 as needed, for a twelve (12) month period from 07/01/2018 through 06/30/2019.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: N/A

CCH CFO:   
Ekerete Akpan, Chief Financial Officer

CCH CEO:   
John Jay Shannon, M.D., Chief Executive Officer

**APPROVED**

**MAR 29 2019**

BY BOARD OF  
DIRECTORS OF THE COOK COUNTY  
HEALTH AND HOSPITALS SYSTEM

**Request #**

**4**

• Ambulatory & Community Health Network • Cermak Health Services • Department of Public Health •  
• John H. Stroger, Jr. Hospital of Cook County • Oak Forest Health Center • Provident Hospital • Ruth M.  
Rothstein CORE Center •

We Bring Health CARE to Your Community

Page 11 of 95

Revised 03/01/2011

# Cook County Health

## BOARD APPROVAL REQUEST

<b>SPONSOR:</b> Leticia Reyes-Nash, Director of Programmatic Services		<b>EXECUTIVE SPONSOR:</b> Debra Carey, Deputy Chief Executive Officer, Operations	
<b>DATE:</b> 03/08/2019		<b>PRODUCT / SERVICE:</b> Services - Occupational Pulmonologist	
<b>TYPE OF REQUEST:</b> Extend and Increase Grant Award		<b>VENDOR / SUPPLIER:</b> The Board of Trustees of the University of Illinois, Chicago, IL	
<b>ACCOUNT:</b> N/A		<b>FISCAL IMPACT NOT TO EXCEED:</b> N/A	
<b>GRANT FUNDED / RENEWAL AMOUNT:</b> \$62,086.00		<b>GRANT AWARD NUMBER:</b> 087656-00001	
<b>ORIGINAL AWARD PERIOD:</b> 07/01/2017 thru 06/30/2018		<b>REVISED AWARD PERIOD:</b> 07/01/2018 thru 06/30/2019	
<b>COMPETITIVE SELECTION METHODOLOGY:</b> NA			
<b>NON-COMPETITIVE SELECTION METHODOLOGY:</b> N/A			

### PRIOR CONTRACT HISTORY:

This grant award was approved on 11/27/2017 in the amount of \$55,407.60 for a period of twelve (12) months from 07/01/2017 through 06/30/2018.

### NEW PROPOSAL JUSTIFICATION:

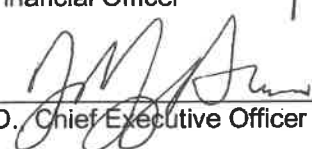
This is a subaward agreement in which Cook County Health (CCH) provides an Occupational Pulmonologist to work in the Black Lung Clinics at the Northwestern Medicine Black Lung Clinic. The pulmonologist provide diagnostic and clinical services to miners and other patients with occupational lung disease as well as prepare reports, supplemental opinions, and provide deposition testimony in these cases as required. They also supervise UIC occupational medicine residents who routinely rotate through the Northwestern Occupational Lung Disease clinic. These services are required to meet the increased number of referrals to the clinic.

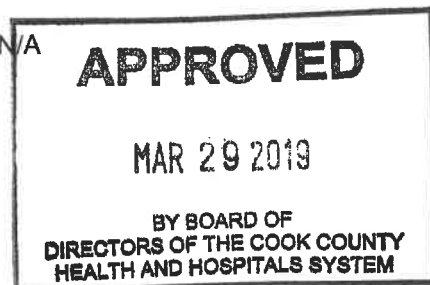
### TERMS OF REQUEST:

This is a request to extend and increase grant award number 087656-00001 in an amount not to exceed \$62,086.00, as needed, for a twelve (12) month period from 07/01/2018 thru 06/30/2019.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: N/A

CCH CFO:   
Ekerete Akpan, Chief Financial Officer

CCH CEO:   
John Jay Shannon, M.D., Chief Executive Officer



Request #  
5

• Ambulatory & Community Health Network • Cermak Health Services • Department of Public Health •  
• John H. Stroger, Jr. Hospital of Cook County • Oak Forest Health Center • Provident Hospital • Ruth M.  
Rothstein CORE Center •

# Cook County Health

## BOARD APPROVAL REQUEST

<b>SPONSOR:</b> N/A		<b>EXECUTIVE SPONSOR:</b> Terry Mason, MD, Chief Operating Officer, Cook County Department of Public Health (CCDPH)	
<b>DATE:</b> 02/21/2019		<b>PRODUCT / SERVICE:</b> Service – Safe Drinking Water Program	
<b>TYPE OF REQUEST:</b> Grant Contract		<b>VENDOR / SUPPLIER:</b> Illinois Department of Public Health, Springfield, Illinois	
<b>ACCOUNT:</b> *9951801		<b>FISCAL IMPACT:</b>	<b>GRANT FUNDED AMOUNT:</b> \$21,650.00
<b>CONTRACT PERIOD:</b> 10/01/2018 thru 09/30/2019		<b>CONTRACT NUMBER:</b> 95380117G	
<b>COMPETITIVE SELECTION METHODOLOGY:</b> N/A			
<b>NON-COMPETITIVE SELECTION METHODOLOGY:</b> N/A			

### PRIOR CONTRACT HISTORY:

On 01/26/2018 the Cook County Health Board of Directors approved grant contract number 853801117FE in the amount of \$19,900.00 for a twelve (12) month period from 10/01/2017 through 09/30/2018.

### NEW PROPOSAL JUSTIFICATION:

As a state certified local health department, the Cook County Department of Public Health is mandated to provide a Safe Drinking Water Program through the inspection of private and public transient and intransient water supplies.

\*There is no cost of the early termination of this grant.

### TERMS OF REQUEST:

This is a request to accept grant contract number 95380117G in an amount not to exceed \$21,650.00, as needed, for a twelve (12) month period from 10/01/2018 thru 09/30/2019.

CCH CFO:

Ekerete Akpan, Chief Financial Officer

CCH CEO:

John Jay Shannon, MD, Chief Executive Officer

**APPROVED**

**MAR 29 2019**

BY BOARD OF  
DIRECTORS OF THE COOK COUNTY  
HEALTH AND HOSPITALS SYSTEM

**Request #**

**6**

• Ambulatory & Community Health Network • Cermak Health Services • Department of Public Health •  
• John H. Stroger, Jr. Hospital of Cook County • Oak Forest Health Center • Provident Hospital • Ruth M.  
Rothstein CORE Center •

# Cook County Health

## BOARD APPROVAL REQUEST

<b>SPONSOR:</b> Daniel J. Ruiz, Senior Manager, Supply Chain Operations & Logistics		<b>EXECUTIVE SPONSOR:</b> Ekerete Akpan, Chief Financial Officer	
<b>DATE:</b> 03/08/2019		<b>PRODUCT / SERVICE:</b> Service - Laundry and Linen Service Program	
<b>TYPE OF REQUEST:</b> Increase Contract		<b>VENDOR / SUPPLIER:</b> Crothall Laundry Services, Wheeling, IL	
<b>ACCOUNT:</b> 520189		<b>FISCAL IMPACT NOT TO EXCEED:</b> \$2,150,000.00	
<b>CONTRACT PERIOD:</b> 06/01/2014 thru 9/30/2019		<b>GRANT FUNDED AMOUNT:</b> N/A	
<b>CONTRACT NUMBER:</b> H14-25-022		<b>COMPETITIVE SELECTION METHODOLOGY:</b>  	
<input checked="" type="checkbox"/>		<b>NON-COMPETITIVE SELECTION METHODOLOGY:</b> RFP (2014-3)	

### PRIOR CONTRACT HISTORY:

Contract number H14-25-022 was approved by the Cook County Health (CCH) Board of Directors on 04/25/2014 for a period of thirty-six (36) months from 06/01/2014 thru 5/31/2017 in the amount of \$4,887,749.45. An Amendment executed by the Department of Supply Chain Management extended the contract through 09/30/2017. The CCH Board of Directors approved an amendment on 09/28/2017 to extend the term of the contract until 09/30/2018 and increase the maximum amount payable by \$1,975,000.00. The CCH Board of Directors approved a subsequent amendment on 05/25/2018 to extend the term of the contract until 09/30/2019 and increase the maximum amount payable by \$3,915,000.00.

### NEW PROPOSAL JUSTIFICATION:

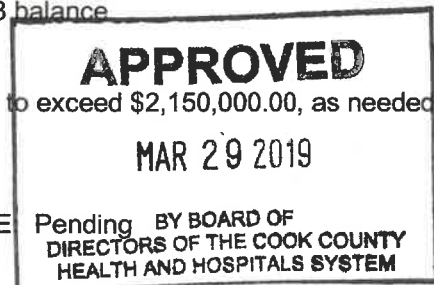
This is a request to continue the provision of Laundry and Linen Service to various CCH facilities. The contract is inclusive of Linen Management Services. Exchange carts will be pre-built and delivered to their locations with 98% guaranteed fill rate.

CCH has a past due balance for per piece surcharges owed in accordance with terms of the Contract. Accordingly, the parties had agreed that, beginning on the Amendment effective date and continuing through 09/30/2019, CCH would pay an additional \$14,245.97 per week as payment of the 10/01/2018 balance.

### TERMS OF REQUEST:

This is a request to increase contract number H14-25-022 in an amount not to exceed \$2,150,000.00, as needed, for the remainder of the contract period through 09/30/2019.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE



CCH CEO: \_\_\_\_\_

John Jay Shannon, M.D., Chief Executive Officer

**Request #**

**7**

• Ambulatory & Community Health Network • Cermak Health Services • Department of Public Health •  
 • John H. Stroger, Jr. Hospital of Cook County • Oak Forest Health Center • Provident Hospital • Ruth M. Rothstein CORE Center •

We Bring Health CARE to Your Community

# Cook County Health

## BOARD APPROVAL REQUEST

<b>SPONSOR:</b> CaTanya Norwood, Director Pharmacy Administration		<b>EXECUTIVE SPONSOR:</b> Jarrod G. Johnson, Chief Operating Officer, Hospital Based Services	
<b>DATE:</b> 03/11/2019		<b>PRODUCT / SERVICE:</b> Service – Call Center Service	
<b>TYPE OF REQUEST:</b> Extend and Increase Contract		<b>VENDOR / SUPPLIER:</b> SavRX Prescription Services., Chicago IL	
<b>ACCOUNT: FISCAL IMPACT NOT TO EXCEED:</b> 520149 \$1,000,000.00		<b>GRANT FUNDED /RENEWAL AMOUNT:</b> N/A	
<b>ORIGINAL CONTRACT PERIOD:</b> 12/01/2011 thru 03/31/2019		<b>REVISED CONTRACT PERIOD:</b> 04/01/2019 thru 11/30/2019	<b>CONTRACT NUMBER:</b> H16-25-074
<b>COMPETITIVE SELECTION METHODOLOGY:</b>			
<input checked="" type="checkbox"/> <b>NON-COMPETITIVE SELECTION METHODOLOGY:</b> RFP (2016-8)			

### PRIOR CONTRACT HISTORY:

Contract number H16-25-074 was approved by the Cook County Health (CCH) Board of Directors on 05/03/2016 for a period of thirty six (36) months from 04/01/2016 thru 03/31/2019 in the amount of \$3,378,700.00. This contract provides a call center for the Oak Forest Central Fill Pharmacy.

### NEW PROPOSAL JUSTIFICATION:

This is a request to extend and increase the contract of the call center services. SavRx was chosen based on their responsiveness to the scope of work, expertise in the field, and cost. They will continue providing the complete call center service for mail order prescriptions.

### TERMS OF REQUEST:

This is a request to extend and increase contract number H16-25-074 in an amount not to exceed \$1,000,000.00, as needed, for a period of eight (8) months from 04/01/2019 thru 11/30/2019.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: Pending

CCH CFO:

Ekerete Akpan, Chief Financial Officer

CCH CEO:

John Jay Shannon, M.D., Chief Executive Officer

**APPROVED**

MAR 29 2019

BY BOARD OF  
DIRECTORS OF THE COOK COUNTY  
HEALTH AND HOSPITALS SYSTEM

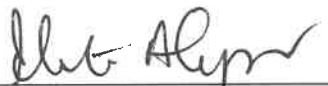
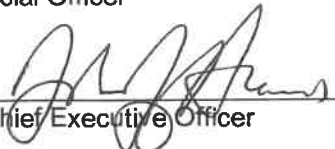
**Request #**

**8**

• Ambulatory & Community Health Network • Cermak Health Services • Department of Public Health •  
• John H. Stroger, Jr. Hospital of Cook County • Oak Forest Health Center • Provident Hospital • Ruth M.  
Rothstein CORE Center •

# Cook County Health

## BOARD APPROVAL REQUEST

<b>SPONSOR:</b> N/A		<b>EXECUTIVE SPONSOR:</b> Robert L. Sumter, Ph.D., Chief Information Officer	
<b>DATE:</b> 03/15/2019		<b>PRODUCT / SERVICE:</b> Service – Software Support, Maintenance and Enhancements	
<b>TYPE OF REQUEST:</b> Amend & Increase Contract		<b>VENDOR / SUPPLIER:</b> Cerner Corporation, Kansas City, MO	
<b>ACCOUNT</b> 540129	<b>FISCAL IMPACT NOT TO EXCEED:</b> \$297,513.61	<b>GRANT FUNDED AMOUNT:</b> N/A	
<b>CONTRACT PERIOD:</b> 01/01/2016 thru 12/31/2020		<b>CONTRACT NUMBER:</b> H15-25-111	
<b>COMPETITIVE SELECTION METHODOLOGY:</b>			
<input checked="" type="checkbox"/> <b>NON-COMPETITIVE SELECTION METHODOLOGY:</b> Sole Source			
<b>PRIOR CONTRACT HISTORY:</b> Contract number H15-25-111 was approved by the Cook County Health (CCH) Board on 08/28/2015 in the amount of \$184,750,000, for a period of forty-eight (48) months from 01/01/2016 through 12/31/2020. A request was approved by the Board on 09/03/2016 to increase the contract by \$1,671,467.71 for patient secure and cardiology projects. On 06/30/2017 the Board approved a request to include Meaningful Use Stage 3, PowerChart GI and Physician Mobility in the amount of \$5,947,714. On 03/29/2018 the Board approved a request to increase the contract in the amount of \$4,236,908.97 to cover five areas of enhancements (Regulatory Requirements, Revenue Cycle, Patient Safety, Security & Support/Maintenance, and Patient Portal enhancements).			
<b>NEW PROPOSAL JUSTIFICATION:</b> This request will include:			
<b>ASCEND EP:</b> Solution necessary for cardiology to document and bill EP procedures.			
<b>Rimage Hardware:</b> Hardware necessary for HIM to electronically copy patient information under the Release of Information requirement. This allows for electronic information to be transferred to a CD or DVD.			
<b>Enterprise Wide Nuance Dragon Licenses:</b> Speech recognition software that allows providers to document in the EMR. It reduces or eliminates the need for outsourcing transcription services. This enterprise license will allow for all care providers to use this solution.			
<b>TERMS OF REQUEST:</b> This is a request to amend and increase contract number H15-25-111 in an amount not to exceed \$297,513.61 as needed, for the remainder of the contract through 12/31/2020.			
CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE? Pending			
CCH CFO:  Ekerete Akpan, Chief Financial Officer		<div style="border: 2px solid black; padding: 10px; text-align: center;"> <b>APPROVED</b>   <b>MAR 29 2019</b> </div> <div style="border: 1px solid black; padding: 5px; text-align: center;">             BY BOARD OF              DIRECTORS OF THE COOK COUNTY              HEALTH AND HOSPITALS SYSTEM           </div>	
CCH CEO:  John Jay Shannon, M.D., Chief Executive Officer			
		<b>Request #</b> <b>9</b>	

• Ambulatory & Community Health Network • Cermak Health Services • Department of Public Health •  
 • John H. Stroger, Jr. Hospital of Cook County • Oak Forest Health Center • Provident Hospital • Ruth M. Rothstein CORE Center •



# Cook County Health

## BOARD APPROVAL REQUEST

<b>SPONSOR:</b> Samuel L. Williams, Executive Director, Facilities		<b>EXECUTIVE SPONSOR:</b> Debra Carey, Deputy Chief Executive Officer, Operations	
<b>DATE:</b> 03/13/2019		<b>PRODUCT / SERVICE:</b> Service - Architectural, Engineering, and Construction Administration Services for Regional Outpatient Center	
<b>TYPE OF REQUEST:</b> Amend, Extend and Increase Contract		<b>VENDOR / SUPPLIER:</b> SmithGroupJJR, Inc., Chicago, IL	
<b>ACCOUNT:</b> N/A		<b>FISCAL IMPACT NOT TO EXCEED:</b> \$9,827,444.00	<b>GRANT FUNDED / RENEWAL AMOUNT:</b> N/A
<b>ORIGINAL CONTRACT PERIOD:</b> 10/01/2016 thru 03/31/2020		<b>REVISED CONTRACT PERIOD:</b> 04/01/2019 thru 03/31/2022	<b>CONTRACT NUMBER:</b> H16-25-148
<b>COMPETITIVE SELECTION METHODOLOGY:</b>			
X <b>NON-COMPETITIVE SELECTION METHODOLOGY:</b> Original RFP (2016-10)			

### PRIOR CONTRACT HISTORY:

Contract number H16-25-148 was approved by the Cook County Health (CCH) Board of Directors on 09/30/2016 in the amount of \$1,861,550.00 for a period from 10/01/2016 through 09/30/2018. The contract provided architectural, engineering, and construction administration services for a new regional outpatient clinic, behavioral health, and other miscellaneous services. On 01/27/2017 the CCH Board approved a request to increase the contract by \$189,163.00 to add wayfinding scope. On 04/26/2017 the CCH Board approved a request to amend and increase the contract by \$982,500.00. An Amendment was executed by the Office of Supply Chain Management to extend the contract term through 03/31/2020.

### NEW PROPOSAL JUSTIFICATION:

The scope of services under the proposed amendment eliminates, modifies and increases various items reflecting projects approved in the 2019 capital budget.

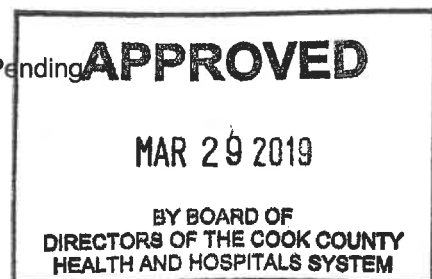
### TERMS OF REQUEST:

This is a request to amend, extend and increase contract number H16-25-148 in an amount not to exceed \$9,827,444.00, as needed, for an additional twenty-four (24) month period from 04/01/2020 thru 03/31/2022.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: Pending

CCH CFO:   
Ekerete Akpan, Chief Financial Officer

CCHHS CEO:   
John Jay Shannon, M.D., Chief Executive Officer



**Request #**  
**10**

• Ambulatory & Community Health Network • Cermak Health Services • Department of Public Health •  
• John H. Stroger, Jr. Hospital of Cook County • Oak Forest Health Center • Provident Hospital • Ruth M. Rothstein CORE Center •

# Cook County Health

## BOARD APPROVAL REQUEST

<b>SPONSOR:</b> N/A		<b>EXECUTIVE SPONSOR:</b> Robert L. Sumter, Ph.D., Chief Information Officer	
<b>DATE:</b> 02/27/2019		<b>PRODUCT / SERVICE:</b> Hardware - Software Licensing, Maintenance & Support	
<b>TYPE OF REQUEST:</b> Execute Contract		<b>VENDOR / SUPPLIER:</b> CDW Government, Vernon Hills, IL	
<b>ACCOUNT:</b> 550079	<b>FISCAL IMPACT NO TO EXCEED:</b> \$6,847,904.00	<b>GRANT FUNDED / RENEWAL AMOUNT:</b> N/A	
<b>CONTRACT PERIOD:</b> One Time Purchase		<b>CONTRACT NUMBER:</b> H19-76-029	
<input checked="" type="checkbox"/>	<b>COMPETITIVE SELECTION METHODOLOGY:</b> GPO (3)		
<input type="checkbox"/>	<b>NON-COMPETITIVE SELECTION METHODOLOGY:</b>		

### PRIOR CONTRACT HISTORY:

There is no prior contract history for this request.

### NEW PROPOSAL JUSTIFICATION:

**End User Computing Equipment** – HIS is requesting to purchase PC's, Laptops, Tablets and Mobile devices, work stations on wheels, as well as medical scanner and document scanners. This equipment is necessary to continue to rotate out end of life devices, and meet demand. - \$2,650,175.00

**Network Equipment** – Provision of network load balancers, switches, routers, wireless access points, as well as cable and rack infrastructure to replace end of life equipment. Without this equipment, there is no fail over for any applications, including our electronic medical record nor the ability to support the additional capacity required for new clinics scheduled to open in 2019. - \$2,844,746.00

**Server Equipment** – Provision of replacements for end of life servers and data storage equipment. This equipment runs all CCH applications, including our electronic medical record. Without this equipment, there is no support for failed devices, which would cause extended downtime. - \$711,311.00

**Information Technology Security Solutions** – Provision of network security hardware to help protect our email and medical devices. These solutions will analyze and respond automatically to threats detected on the CCH network. These solutions will mitigate the health systems highest risk computer systems. - \$641,672.00

### TERMS OF REQUEST:

This is a request to execute contract number H19-76-029 in an amount not to exceed \$6,847,904.00, as needed, for a one-time Capital purchase.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: Pending MAR 29 2019

CCH CFO:

Ekerete Akpan, Chief Financial Officer

CCH CEO:

John Jay Shannon, M.D., Chief Executive Officer

**APPROVED**

BOARD OF  
DIRECTORS OF THE COOK COUNTY  
HEALTH AND HOSPITALS SYSTEM


**Request #**

**11**

• Ambulatory & Community Health Network • Cermak Health Services • Department of Public Health •  
• John H. Stroger, Jr. Hospital of Cook County • Oak Forest Health Center • Provident Hospital • Ruth M.  
Rothstein CORE Center •

# Cook County Health

## BOARD APPROVAL REQUEST

<b>SPONSOR:</b> Dan Ruiz, Senior Manager, Supply Chain Operations		<b>EXECUTIVE SPONSOR:</b>  Ekerete Akpan, Chief Financial Officer
<b>DATE:</b> 03/08/2019	<b>PRODUCT / SERVICE:</b> Product – Equipment, Software and Consumables Sensors	
<b>TYPE OF REQUEST:</b> Execute Contract	<b>VENDOR / SUPPLIER:</b> Masimo Americas, Inc. – Irvine CA	
<b>ACCOUNT:</b> 550079	<b>FISCAL IMPACT NOT TO EXCEED:</b> \$6,000,000.00	<b>GRANT FUNDED / RENEWAL AMOUNT:</b> N/A
<b>CONTRACT PERIOD:</b> 04/01/2019 thru 03/31/2024		<b>CONTRACT NUMBER:</b> H19-25-033
<input checked="" type="checkbox"/>	<b>COMPETITIVE SELECTION METHODOLOGY:</b> GPO (2)	
<input type="checkbox"/>	<b>NON-COMPETITIVE SELECTION METHODOLOGY:</b>	

### PRIOR CONTRACT HISTORY:

On 10/31/2014 contract number H14-25-086 was approved by the Cook County Health (CCH) Board in the amount of \$4,500,000.00 for a thirty-six (36) month period from 11/01/2014 thru 10/31/2017. An Amendment was executed by the Office of Supply Chain Management (SCM) to extend the contract terms to 07/31/2018.

### NEW PROPOSAL JUSTIFICATION:

This request is to execute a contract to provide pulse oximeters, equipment maintenance and sensors to non-invasively monitor the oxygen saturation (SpO2) of our patient's arterial hemoglobin by measuring absorbency changes of red and infrared light resulting from arterial blood flow pulsation.

### TERMS OF REQUEST:

This is a request to execute contract number H19-25-033 in an amount not to exceed \$6,000,000.00, as needed, for a period of sixty (60) months from 04/01/2019 thru 03/31/2024.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: Pending

CCH CEO:   
John Jay Shannon, M.D., Chief Executive Officer

**WITHDRAWN**

**Request #**  
**12**

• Ambulatory & Community Health Network • Cermak Health Services • Department of Public Health •  
• John H. Stroger, Jr. Hospital of Cook County • Oak Forest Health Center • Provident Hospital • Ruth M.  
Rothstein CORE Center •

# Cook County Health

## BOARD APPROVAL REQUEST

<b>SPONSOR:</b> Iliana Mora, Chief Operating Officer, Ambulatory Services		<b>EXECUTIVE SPONSOR:</b> Debra Carey, Deputy Chief Executive Officer, Operations
<b>DATE:</b> 03/08/2019	<b>PRODUCT / SERVICE:</b> Products – Medical Equipment for North Riverside and Blue Island Health Centers	
<b>TYPE OF REQUEST:</b> Execute Contract	<b>VENDOR / SUPPLIER:</b> Cardinal Health, Chicago IL	
<b>ACCOUNT:</b> N/A	<b>FISCAL IMPACT NOT TO EXCEED:</b> \$1,285,017.36	<b>GRANT FUNDED / RENEWAL AMOUNT:</b> N/A
<b>CONTRACT PERIOD:</b> Capital Equipment Purchase		<b>CONTRACT NUMBER:</b> H19-76-032
<input checked="" type="checkbox"/>	<b>COMPETITIVE SELECTION METHODOLOGY:</b> GPO (4)	
<input type="checkbox"/>	<b>NON-COMPETITIVE SELECTION METHODOLOGY:</b>	

### PRIOR CONTRACT HISTORY:

No prior history for this services at this location.

### NEW PROPOSAL JUSTIFICATION:


The contract will provide medical equipment for the North Riverside and Blue Island Health Center facilities.

### TERMS OF REQUEST:

This is a request to execute contract number H19-76-032 in an amount not to exceed \$1,285,017.36, as needed, for a capital equipment purchase.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: Pending

CCH CFO:   
Ekerete Akpan, Chief Financial Officer

CCH CEO:   
John Jay Shannon, M.D., Chief Executive Officer

**Request #**  
**13**

• Ambulatory & Community Health Network • Cermak Health Services • Department of Public Health •  
• John H. Stroger, Jr. Hospital of Cook County • Oak Forest Health Center • Provident Hospital • Ruth M. Rothstein CORE Center •

# Cook County Health

## BOARD APPROVAL REQUEST

<b>SPONSOR:</b> CaTanya Norwood, Pharm. D., Director, Pharmacy Administration		<b>EXECUTIVE SPONSOR:</b> Jarrod G. Johnson, Chief Operating Officer, Hospital Based Services	
<b>DATE:</b> 03/11/2019	<b>PRODUCT / SERVICE:</b> Product & Service - Annual Maintenance and Support for Automated Medication Filling Equipment		
<b>TYPE OF REQUEST:</b> Execute Contract	<b>VENDOR / SUPPLIER:</b> Parata Systems, LLC, Durham NC		
<b>ACCOUNT:</b> 540129	<b>FISCAL IMPACT NOT TO EXCEED:</b> \$600,000.00	<b>GRANT FUNDED / RENEWAL AMOUNT:</b> N/A	
<b>CONTRACT PERIOD:</b> 04/01/2019 thru 03/31/2022		<b>CONTRACT NUMBER:</b> H19-25-035	
<b>COMPETITIVE SELECTION METHODOLOGY:</b>			
<input checked="" type="checkbox"/> <b>NON-COMPETITIVE SELECTION METHODOLOGY:</b> Sole Source			

**PRIOR CONTRACT HISTORY:**

Contract number H16-25-060 was approved by the Cook County Health Board of Directors on 06/24/2016 for a thirty-six (36) month period from 12/01/2015 through 11/30/2018.

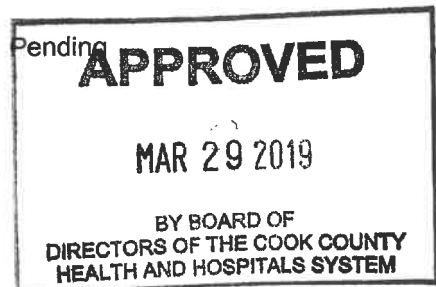
**NEW PROPOSAL JUSTIFICATION:**

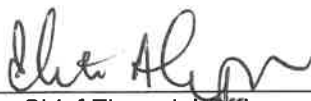
This request is for the provision of annual support, maintenance and specialized labels for the medication filling equipment. Parata has equipment at various CCH locations. This will ensure timely upgrades and support with the robotic equipment and minimize Pharmacy downtime. This contract is sole source because necessary parts are unavailable from any source except the original equipment manufacturer or the designated servicing dealer.


**TERMS OF REQUEST:**

This is a request to execute contract number H19-25-035 in an amount not to exceed \$600,000.00, as needed, for a period of thirty-six (36) months from 04/01/2019 thru 03/31/2022.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE:



CCH CFO:   
 Ekerete Akpan, Chief Financial Officer

CCH CEO:   
 John Jay Shannon, M.D., Chief Executive Officer

**Request #**  
**14**

• Ambulatory & Community Health Network • Cermak Health Services • Department of Public Health •  
 • John H. Stroger, Jr. Hospital of Cook County • Oak Forest Health Center • Provident Hospital • Ruth M. Rothstein CORE Center •

We Bring Health CARE to Your Community

# Cook County Health

## BOARD APPROVAL REQUEST

<b>SPONSOR:</b> Joseph H. Price, System Director for Medical Imaging		<b>EXECUTIVE SPONSOR:</b> Iliana Mora, Chief Operating Officer, Ambulatory Services	
<b>DATE:</b> 03/15/2019		<b>PRODUCT / SERVICE:</b> Product – Aquilion Prime Series-S, 40-80 Slice CT System With AIDR3D Enhanced	
<b>TYPE OF REQUEST:</b> Execute Contract		<b>VENDOR / SUPPLIER:</b> Canon Medical Systems, Inc., Tustin CA	
<b>ACCOUNT:</b> 550079		<b>FISCAL IMPACT NOT TO EXCEED:</b> \$541,429.00	<b>GRANT FUNDED / RENEWAL AMOUNT:</b> N/A
<b>CONTRACT PERIOD:</b> One Time Capital Purchase		<b>CONTRACT NUMBER:</b> H19-76-026	
<input checked="" type="checkbox"/> <b>COMPETITIVE SELECTION METHODOLOGY:</b> GPO (7)			
<input type="checkbox"/> <b>NON-COMPETITIVE SELECTION METHODOLOGY:</b>			

### PRIOR CONTRACT HISTORY:

No prior contract history for this equipment.

### NEW PROPOSAL JUSTIFICATION:

This request is on behalf of radiology for a new CT Scanner unit to be installed and utilized at the new Blue Island Health Center.

### TERMS OF REQUEST:

This is a request to execute contract number H19-76-026 in an amount not to exceed \$541,429.00, as needed, for a one-time capital purchase.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: Pending

CCH CFO:

Ekerete Akpan, Chief Financial Officer

CCH CEO:

John Jay Shannon, M.D., Chief Executive Officer

**APPROVED**

MAR 29 2019

BY BOARD OF  
DIRECTORS OF THE COOK COUNTY  
HEALTH AND HOSPITALS SYSTEM

**Request #**  
**15**

• Ambulatory & Community Health Network • Cermak Health Services • Department of Public Health •  
• John H. Stroger, Jr. Hospital of Cook County • Oak Forest Health Center • Provident Hospital • Ruth M.  
Rothstein CORE Center •

# Cook County Health

## BOARD APPROVAL REQUEST

<b>SPONSOR:</b> Samuel L. Williams, Executive Director, Facilities		<b>EXECUTIVE SPONSOR:</b> Jarrod Johnson, Chief Operating Officer, Hospital Based Services	
<b>DATE:</b> 03/08/2019		<b>PRODUCT / SERVICE:</b> Service- Architectural Build and Design Services	
<b>TYPE OF REQUEST:</b> Execute Contract		<b>VENDOR / SUPPLIER:</b> Holabird & Root, LLC Chicago, IL	
<b>ACCOUNT:</b> N/A		<b>FISCAL IMPACT NOT TO EXCEED:</b> \$424,750.00	<b>GRANT FUNDED / RENEWAL AMOUNT:</b> N/A
<b>CONTRACT PERIOD:</b> 04/01/2019 thru 03/31/2020		<b>CONTRACT NUMBER:</b> H19-25-030	
X	<b>COMPETITIVE SELECTION METHODOLOGY:</b> RFP (14)		
	<b>NON-COMPETITIVE SELECTION METHODOLOGY:</b>		

### PRIOR CONTRACT HISTORY:

No prior contract history for this service.

### NEW PROPOSAL JUSTIFICATION:

The vendor will provide architectural design services for 71,055 square feet of space for various functions within the old Cook County Hospital. The pre-design phase will include review of necessary programs, development of construction drawings and development of a project schedule. The construction phase will include construction administration to manage progress and coordination with inspections to keep the project on schedule and within budget. Vendor will verify completion of punch list, provide record drawings, and provide a final report at construction completion.

### TERMS OF REQUEST:

This is a request to execute contract number H19-25-030 in an amount not to exceed \$424,750.00, as needed, for a twelve (12) month period from 04/01/2019 through 03/31/2020.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: Pending

CCH CFO:

Ekerete Akpan, Chief Financial Officer

CCH CEO:

John Jay Shannon, M.D., Chief Executive Officer

**APPROVED**

MAR 29 2019

BY BOARD OF  
DIRECTORS OF THE COOK COUNTY  
HEALTH AND HOSPITALS SYSTEM

**Request #**  
**16**

• Ambulatory & Community Health Network • Cermak Health Services • Department of Public Health •  
• John H. Stroger, Jr. Hospital of Cook County • Oak Forest Health Center • Provident Hospital • Ruth M.  
Rothstein CORE Center •

# Cook County Health

## BOARD APPROVAL REQUEST

<b>SPONSOR:</b> Thomas Patrianakos, M.D., Division Chairman Ophthalmology		<b>EXECUTIVE SPONSOR:</b> Claudia M. Fegan, M.D., Chief Medical Officer	
<b>DATE:</b> 03/13/2019		<b>PRODUCT / SERVICE:</b> Products – Various Ophthalmology Equipment	
<b>TYPE OF REQUEST:</b> Execute Contract		<b>VENDOR / SUPPLIER:</b> Lombart Instruments, Norfolk VA	
<b>ACCOUNT:</b> 550079		<b>FISCAL IMPACT NOT TO EXCEED:</b> \$306,819.50	<b>GRANT FUNDED / RENEWAL AMOUNT:</b> N/A
<b>CONTRACT PERIOD:</b> One-time Capital Equipment		<b>CONTRACT NUMBER:</b> H19-76-034	
<b>COMPETITIVE SELECTION METHODOLOGY:</b>			
X <b>NON-COMPETITIVE SELECTION METHODOLOGY:</b> Sole Source			

### PRIOR CONTRACT HISTORY:

On 3/02/2018 the Cook County Health (CCH) Board of Directors approved contract number H18-76-020 in the amount of \$773,652.18 for a one-time capital purchase of ophthalmology equipment for the Professional Building. On 01/25/2019 contract number H19-76-009 was approved by the CCH Board of Directors in the amount of \$197,680.00 for a one-time capital purchase of retinal cameras for CCH Health Centers.

### NEW PROPOSAL JUSTIFICATION:


This request will provide ophthalmology equipment for the Blue Island Health Center facility. This request is sole source due to standardization of ophthalmology equipment throughout the health system.

### TERMS OF REQUEST:

This is a request to execute contract number H19-76-034 in an amount not to exceed \$306,819.50, as needed, for a capital equipment purchase.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: Pending

CCH CFO:   
Ekerete Akpan, Chief Financial Officer

CCH CEO:   
John Jay Shannon, M.D., Chief Executive Officer

**APPROVED**

MAR 29 2019

BY BOARD OF  
DIRECTORS OF THE COOK COUNTY  
HEALTH AND HOSPITALS SYSTEM

**Request #**  
**17**

• Ambulatory & Community Health Network • Cermak Health Services • Department of Public Health •  
• John H. Stroger, Jr. Hospital of Cook County • Oak Forest Health Center • Provident Hospital • Ruth M.  
Rothstein CORE Center •



# Cook County Health

## BOARD APPROVAL REQUEST

<b>SPONSOR:</b> Richard Keen, M.D., Chairman, Department of Surgery		<b>EXECUTIVE SPONSOR:</b> Claudia M. Fegan, M.D., Chief Medical Officer	
<b>DATE:</b> 02/26/2019		<b>PRODUCT / SERVICE:</b> Service – Neurophysiologic Monitoring Services	
<b>TYPE OF REQUEST:</b> Execute Contract		<b>VENDOR / SUPPLIER:</b> NuVasive Clinical Services, Columbia MD	
<b>ACCOUNT:</b> 521005		<b>FISCAL IMPACT NOT TO EXCEED:</b> \$270,000.00	<b>GRANT FUNDED / RENEWAL AMOUNT:</b> N/A
<b>CONTRACT PERIOD:</b> 04/01/2019 thru 03/31/2022		<b>CONTRACT NUMBER:</b> H19-25-027	
<b>COMPETITIVE SELECTION METHODOLOGY:</b>			
<input checked="" type="checkbox"/> <b>NON-COMPETITIVE SELECTION METHODOLOGY:</b> Sole Source			

**PRIOR CONTRACT HISTORY:**  
No prior contract history with this vendor.

**NEW PROPOSAL JUSTIFICATION:**  
This request is for the provision of on-demand neurophysiologic monitoring services for neurosurgery operative procedures. This request is sole source because NuVasive is the sole provider of this type of service.

**TERMS OF REQUEST:**  
This is a request to execute contract number H19-25-027 in an amount not to exceed \$270,000.00, as needed, for a thirty-six (36) month period from 04/01/2019 thru 03/31/2022.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: Pending

CCH CFO:   
Ekerete Akpan, Chief Financial Officer

CCH CEO:   
John Jay Shannon, M.D., Chief Executive Officer

**APPROVED**

MAR 29 2019

BY BOARD OF  
DIRECTORS OF THE COOK COUNTY  
HEALTH AND HOSPITALS SYSTEM

Request #  
18

• Ambulatory & Community Health Network • Cermak Health Services • Department of Public Health •  
• John H. Stroger, Jr. Hospital of Cook County • Oak Forest Health Center • Provident Hospital • Ruth M.  
Rothstein CORE Center •

# Cook County Health

## BOARD APPROVAL REQUEST

<b>SPONSOR:</b> Richard Keen, M.D., Chairman Department of Surgery		<b>EXECUTIVE SPONSOR:</b> Claudia M. Fegan, M.D., Chief Medical Officer	
<b>DATE:</b> 03/12/2019		<b>PRODUCT / SERVICE:</b> Products – Lumenis Pulsed Holmium Laser	
<b>TYPE OF REQUEST:</b> Execute Contract		<b>VENDOR / SUPPLIER:</b> Lumenis, Inc., San Jose, CA	
<b>ACCOUNT:</b> 550079		<b>FISCAL IMPACT NOT TO EXCEED:</b> \$209,000.00	<b>GRANT FUNDED / RENEWAL AMOUNT:</b> N/A
<b>CONTRACT PERIOD:</b> One-time Capital Equipment Purchase		<b>CONTRACT NUMBER:</b> H19-76-028	
X	<b>COMPETITIVE SELECTION METHODOLOGY:</b> GPO (2)		
	<b>NON-COMPETITIVE SELECTION METHODOLOGY:</b>		

### PRIOR CONTRACT HISTORY:

No prior contract history for this product.

### NEW PROPOSAL JUSTIFICATION:

The contract will provide a laser for the treatment of extensive clinical urologic indications such as: Benign Prostatic Hyperplasia (BPH), stones, tumors and strictures.

### TERMS OF REQUEST:

This is a request to execute contract number H19-76-028 in an amount not to exceed \$209,000.00, as needed, for a one-time capital equipment purchase.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: Pending

CCH CFO:

Ekerete Akpan, Chief Financial Officer

CCH CEO:

John Jay Shannon, M.D., Chief Executive Officer

**APPROVED**

**MAR 29 2019**

BY BOARD OF  
DIRECTORS OF THE COOK COUNTY  
HEALTH AND HOSPITALS SYSTEM

**Request #**

**19**

• Ambulatory & Community Health Network • Cermak Health Services • Department of Public Health •  
• John H. Stroger, Jr. Hospital of Cook County • Oak Forest Health Center • Provident Hospital • Ruth M.  
Rothstein CORE Center •

# Cook County Health

## BOARD APPROVAL REQUEST

<b>SPONSOR:</b> Chuck Bloom, Director of Plant Operations		<b>EXECUTIVE SPONSOR:</b> Samuel L. Williams, Executive Director, Facilities	
<b>DATE:</b> 03/08/2019		<b>PRODUCT / SERVICE:</b> Service – Generator Provident Hospital	
<b>TYPE OF REQUEST:</b> Execute Contract		<b>VENDOR / SUPPLIER:</b> JM Polcurr, Inc., Broadview, IL	
<b>ACCOUNT:</b> 540345		<b>FISCAL IMPACT NOT TO EXCEED:</b> \$204,505.95	<b>GRANT FUNDED / RENEWAL AMOUNT:</b> N/A
<b>CONTRACT PERIOD:</b> 04/01/2019 thru 08/31/2019		<b>CONTRACT NUMBER:</b> H19-25-031	
<b>COMPETITIVE SELECTION METHODOLOGY:</b>			
<input checked="" type="checkbox"/> <b>NON-COMPETITIVE SELECTION METHODOLOGY:</b> Sole Source			

### PRIOR CONTRACT HISTORY:

No prior contract history.

### NEW PROPOSAL JUSTIFICATION:

Vendor will perform necessary electrical repairs to complete & correct issues with generator replacement program at Provident Hospital, including replacing of switches. This request is sole source for continuity of services with one of the original contractors.

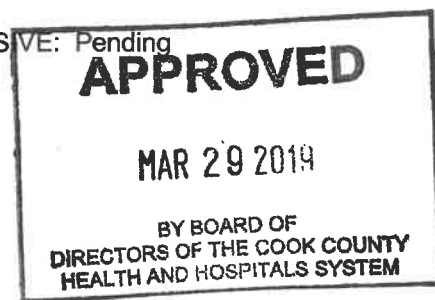
### TERMS OF REQUEST:

This is a request to execute contract number H19-25-031 in an amount not to exceed \$204,505.95, as needed, for a five (5) month period from 04/01/2019 through 08/31/2019.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: Pending

CCH CFO:   
Ekerete Akpan, Chief Financial Officer

CCH CEO:   
John Jay Shannon, M.D., Chief Executive Officer



Request #  
20

• Ambulatory & Community Health Network • Cermak Health Services • Department of Public Health •  
• John H. Stroger, Jr. Hospital of Cook County • Oak Forest Health Center • Provident Hospital • Ruth M. Rothstein CORE Center •

We Bring Health CARE to Your Community

# Cook County Health

## BOARD APPROVAL REQUEST

<b>SPONSOR:</b> Joseph Price, System Director, Medical Imaging		<b>EXECUTIVE SPONSOR:</b> Jarrod G. Johnson, Chief Operating Officer, Hospital Based Services	
<b>DATE:</b> 03/04/2019		<b>PRODUCT / SERVICE:</b> Product – UroNav R3 System and DynaCad Breast & Prostate Software 4.0	
<b>TYPE OF REQUEST:</b> Execute Contract		<b>VENDOR / SUPPLIER:</b> Invivo Corporation A/K/A Philips Healthcare, Andover MA	
<b>ACCOUNT:</b> 550079		<b>FISCAL IMPACT NOT TO EXCEED:</b> \$179,751.90	<b>GRANT FUNDED / RENEWAL AMOUNT:</b> N/A
<b>CONTRACT PERIOD:</b> One Time Capital Purchase		<b>CONTRACT NUMBER:</b> H19-76-023	
X	<b>COMPETITIVE SELECTION METHODOLOGY:</b> GPO (1)		
	<b>NON-COMPETITIVE SELECTION METHODOLOGY:</b>		

### PRIOR CONTRACT HISTORY:

No prior contract history for this product.

### NEW PROPOSAL JUSTIFICATION:

This request is a capital equipment purchase. This system combines pre-biopsy MR images of the prostate with ultrasound-guided biopsy syringes in real-time. It also provides radiologists with a comprehensive set of advanced visualizations tools for real-time analysis, review and reporting of studies.

### TERMS OF REQUEST:

This is a request to execute contract number H19-76-023 in an amount not to exceed \$179,751.90, as needed, for a one-time capital purchase.

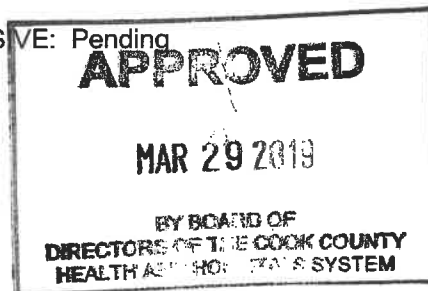
CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: Pending

CCH CFO:

Ekerete Akpan, Chief Financial Officer

CCHHS CEO:

John Jay Shannon, M.D., Chief Executive Officer



Request #  
21

• Ambulatory & Community Health Network • Cermak Health Services • Department of Public Health •  
• John H. Stroger, Jr. Hospital of Cook County • Oak Forest Health Center • Provident Hospital • Ruth M.  
Rothstein CORE Center •

Cook County Health and Hospitals System  
Finance Committee Meeting  
Friday, March 22, 2019

ATTACHMENT #2

**Purchased Under the Authority of the Deputy Chief Executive Officer  
Contracts Under \$150K - 1st QTR 2019 December, January, February**

<b>Vendor</b>	<b>Contract Number</b>	<b>Product/Service</b>	<b>Purpose</b>	<b>Value</b>	<b>Contract Term</b>
Linda Harmon	H19-25-0024	Services; Consultant for Pathology	BPA	140,000.00	12 months
Philips Healthcare	H19-76-0003	Equipment; V60 Transport Ventilators	Capital PO	29,634.24	One-time purchase
Masimo Corporation	H18-76-0137	Equipment; Pulse Oximeter Monitors	Capital PO	34,548.00	One-time purchase
Leica Microsystems, Inc.	H18-76-0152	Equipment; Cryostat Instrument for Lab	Capital PO	34,796.17	5 months
Verathon, Inc.	H19-76-0002	Equipment; Bladder Scan	Capital PO	36,450.00	One-time purchase
Cardinal Health 200, LLC	H18-76-0124	Equipment; Tek Prisma Plus Automated Stainer for Lab	Capital PO	42,350.00	4 months
Beckman Coulter	H18-76-0122	Equipment; Remisol Station	Capital PO	44,500.00	5 months
Stryker Sales Corporation	H18-76-0153	Equipment; Surgical Lights	Capital PO	45,840.06	One-time purchase
Interstate Electronics Company	H18-76-0161	Equipment; Nurse Call Rauland System	Capital PO	50,655.00	6 months
Philips Healthcare/Invivo	H18-76-0115	Equipment; Endorectal Coil System Radiology	Capital PO	107,800.00	One-time purchase
Lift Works, Inc.	H18-76-0154	Equipment; Genie Lift and Aerial Platform	Capital PO	56,150.00	6 months
Gordon N. Stowe	H18-76-0134	Equipment; Micromedical VisualEyes	Capital PO	61,365.00	One-time purchase
Hologic	H18-76-0123	Equipment; T1500 ThinPrep	Capital PO	80,475.00	4 months
Stryker Sales Corporation	H18-76-0159	Equipment; MultiGen 2 RadioFrequency Generator	Capital PO	99,864.20	One-time purchase
Arjohuntleigh, Inc.	H18-76-0157	Equipment; Ceiling Mounted Patient Safety Lifts	Capital PO	115,820.11	one-month
Henricksen & Company, Inc.	77000033400	Equipment; Primary Health Care Corporation Dialysis Furniture	Capital PO	123,730.92	One-time purchase
Stryker Sales Corporation	H18-76-0109	Equipment; Power System	Capital PO	135,104.63	One-time purchase
CareFusion 211, Inc.	H18-76-0151	Equipment; Sleep System Upgrade	Capital PO	44,531.12	One-time purchase



Toni Preckwinkle  
President, Cook County Board of Commissioners

John Jay Shannon, MD  
Chief Executive Officer, Cook County Health

Date: February 27, 2019

To: M. Hill Hammock  
Chairman, Board of Directors

Commissioner Robert G. Reiter  
Chairman, Finance Committee

From: Ekerete Akpan  
Chief Financial Officer *EA*

Re: Emergency Purchase  
Omega Medical Imaging

CCHHS has placed an emergency purchase for the following equipment. This memo serves as notification, as required in Section 2.8 of the CCHHS Procurement Policy adopted by the Board on April 9, 2009.

CCHHS Emergency Purchase				
February 2019				
Ref	Vendor	Date of Service	Equipment	Amount
1	Omega Medical Imaging	One-time Purchase	High Frequency Radiographic Fluoroscopic X-Ray unit that includes all controls and monitors.	\$525,000.00

Cook County Health and Hospitals System  
Finance Committee Meeting  
Friday, March 22, 2019

ATTACHMENT #3



# CCH Finance Committee Meeting March 2019



Ekerete Akpan , Chief Financial Officer

March 22, 2019



# Agenda

1. **System-wide Financials & Stats**
  - a. **Financials**
  - b. **Observations**
  - c. **Financial / Revenue Cycle metrics**
2. **CCH Provider Service Financials**
3. **CountyCare Financials & Stats**
4. **Correctional Health services Financials & Stats**
5. **Department of Public Health Financials & Stats**
6. **Administration Financials**
7. **System-wide volumes/stats**



# Systems-wide Financials, Observations and Revenue Cycle Metrics



COOK COUNTY  
**HEALTH**

# Income Statement for the Two Months ending Jan.- 2019(in thousands)

CCH Systemwide	Year-To-Date		Variance	
	Actual	Budget	\$	%
<b><u>Operating Revenue</u></b>				
Net Patient Service Revenue	98,576	124,550	(25,974)	-21%
CountyCare Capitation Revenue	367,882	303,625	64,257	21%
Access Payments	5,950	5,950	-	0%
Other Revenue	666	2,167	(1,501)	-69%
<b>Total Operating Rev</b>	<b>473,073</b>	<b>436,292</b>	<b>36,782</b>	<b>8%</b>
<b><u>Operating Expenses</u></b>				
Salaries & Benefits	109,113	118,806	9,693.42	8%
Overtime	8,376	5,967	(2,409)	-40%
Contracted Labor	7,090	5,687	(1,404)	-25%
Pension*	54,560	54,560	-	
Supplies & Materials	3,927	10,359	6,431	62%
Pharmaceutical Supplies	17,136	13,471	(3,664)	-27%
Purch. Svs., Rental, Oth.	44,906	51,471	6,565	13%
External Claims Expense	322,133	236,095	(86,038)	-36%
Insurance Expense	4,447	4,906	459	9%
Depreciation	5,784	5,784	-	0%
Utilities	2,617	1,648	(970)	-59%
<b>Total Operating Exp</b>	<b>580,090</b>	<b>508,753</b>	<b>(71,337)</b>	<b>-14%</b>
<b>Operating Margin</b>	<b>(107,017)</b>	<b>(72,462)</b>	<b>(34,555)</b>	<b>-48%</b>
<b>Operating Margin %</b>	<b>-23%</b>	<b>-17%</b>	<b>-6%</b>	<b>-36%</b>
<b>Non Operating Revenue</b>	<b>43,205</b>	<b>43,205</b>	<b>-</b>	<b>0%</b>
<b>Net Income/(Loss)</b>	<b>(63,812)</b>	<b>(29,257)</b>	<b>(34,555)</b>	<b>-118%</b>





# Observations

Some volumes are challenging versus FY18 targets

- Primary Care visits are up by 1% versus to FY18, and down 4% versus FY19 target
- Specialty Care visits are up by 3% versus FY18, and down 2% versus FY19 target
- Surgical Cases are down by 3% versus FY18, and down 9% versus FY19 target
- Inpatient Discharges are down 11% versus FY18, and flat versus FY19 target
- LOS is down 11% versus FY18, and flat versus FY19 target
- Emergency Department visits are down 4% versus FY18, and flat versus FY19 target
- Deliveries are up by 3% versus FY18, and down 7% versus FY19 target
- Case Mix Index is flat versus FY18, and flat versus FY19 target
- System-wide uninsured numbers, captured by visit held 45% (Provident 36%, ACHN 45%, Stroger 48%)

# Financial Metrics

Metric	As of end Jan-18/YTD	As of end Jan-19/YTD	Target
Days Cash On Hand**	21	30	60
Operating Margin***	-5.9%	-11.1%	-5.4%
Overtime as Percentage of Gross Salary	9.4%	8.1%	5.0%*
Average Age of Plant (Years)	23.3	23.2	10.7

\*Days Cash on Hand - CCH target 60 days, Moody's 198 days . Overtime as percentage of Gross Salary – CCH target 5% , Moody's 2%

\*\* Days Cash in Hand – Point in time i.e. as of end October for each year

\*\*\*Excludes Pension Expense-Target based on compare group consisting of 'like' health systems : Alameda Health System, Nebraska Medical Center, Parkland Health & Hospital System, and UI Health



# Revenue Cycle Metrics

Metric	Average FYTD 2019	Dec-18	Jan-19	Benchmark /Target
Average Days in Accounts Receivable <i>(lower is better)</i>	99.5	99	100	45.85 – 54.9*
Discharged Not Finally Billed Days <i>(lower is better)</i>	10.2	9.9	10.5	7.0
Claims Initial Denials Percentage <i>(lower is better)</i>	23%	22%	23%	20%

**Definitions:**

**Average Days in Accounts Receivable:** Total accounts receivable over average daily revenue

**Discharged Not Finally Billed Days:** Total charges of discharge not finally billed over average daily revenue

**Claims Initial Denials Percentage:** Percentage of claims denied initially compared to total claims submitted.

\* Source HFMA Key Hospital Statistics and Ratio Margins – Posted 2014



# Provider of Care Services Financials, Operational Statistics



COOK COUNTY  
**HEALTH**



# Income Statement for the Two Months ending Jan.-2019 (in thousands)

CCH Providers	Year-To-Date		Variance	
	Actual	Budget	\$	%
<b><u>Operating Revenue</u></b>				
Net Patient Service Revenue	98,576	124,550	(25,974)	-21%
Access Payments	5,950	5,950	-	0%
Other Revenue	570	1,863	(1,293)	n/a
<b>Total Operating Rev</b>	<b>105,096</b>	<b>132,363</b>	<b>(27,268)</b>	<b>-21%</b>
<b><u>Operating Expenses</u></b>				
Salaries & Benefits	92,671	93,805	1,134	1%
Overtime	7,448	5,086	(2,362)	-46%
Contracted Labor	6,701	3,814	(2,887)	-76%
Pension*	45,725	45,725	-	0%
Supplies & Materials	3,819	9,645	5,825	60%
Pharmaceutical Supplies	15,551	11,804	(3,747)	-32%
Purch. Svs., Rental, Oth.	32,533	32,143	(391)	-1%
Insurance Expense	4,329	-	(4,329)	n/a
Depreciation	3,585	3,585	-	0%
Utilities	2,617	1,622	(996)	-61%
<b>Total Operating Exp</b>	<b>214,978</b>	<b>207,227</b>	<b>(7,752)</b>	<b>-4%</b>
<b>Operating Margin</b>	<b>(109,883)</b>	<b>(74,864)</b>	<b>(35,019)</b>	<b>-47%</b>
<b>Operating Margin %</b>	<b>-105%</b>	<b>-57%</b>	<b>-48%</b>	<b>-85%</b>
<b>Non Operating Revenue</b>	<b>28,892</b>	<b>28,892</b>	<b>-</b>	<b>0%</b>
<b>Net Income/(Loss)</b>	<b>(80,990)</b>	<b>(45,972)</b>	<b>(35,018)</b>	<b>-76%</b>

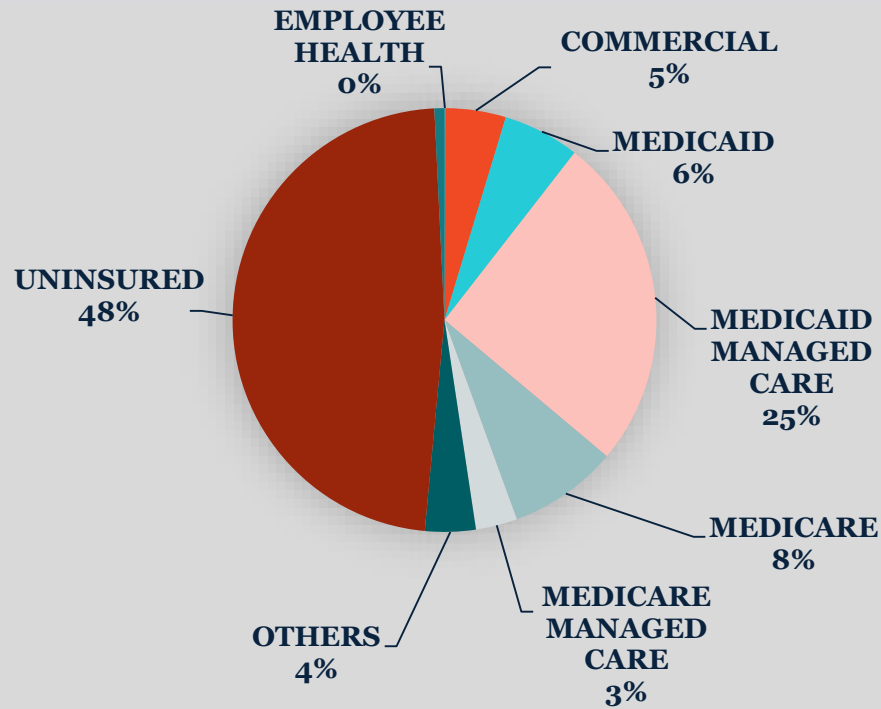


# Revenue Statement for the Two Months ending Jan-2019 (in thousands)

CCHHS Providers	Year-To-Date <i>Actual</i>
Gross Revenue	294,291
<b>Adjustments</b>	
Contractual Adjustments	(75,654)
Charity Adjustments	(80,174)
<b>Total Adjustment</b>	<b>(155,828)</b>
<b>Gross NPSR</b>	<b>138,463</b>
<b>Bad Debt Allowance</b>	<b>(88,060)</b>
<b>Adjusted NPSR</b>	<b>50,403</b>
<b>DSH</b>	<b>26,117</b>
<b>BIPA</b>	<b>22,056</b>
<b>Adjusted NPSR plus DSH and BIPA</b>	<b>98,576</b>
<b>Adjusted NPSR plus DSH and BIPA as a % of Gross Revenue</b>	<b>33%</b>



# Stroger Operations Overview for the Two Months ending January 2019



## Comments:

- Review of surgical volumes to ensure full capture of volumes ongoing
- Leadership continues to work on throughput, observation days and discharges via Utilization Management and Operating Room Committees
- Trauma cases impacts some scheduled visits/procedures

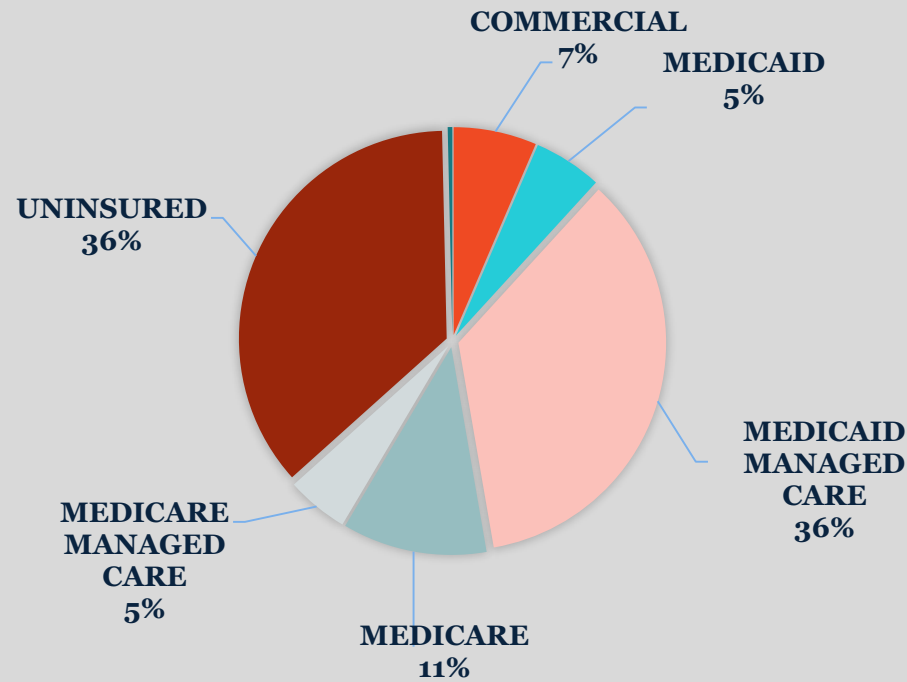
Inpatient/Observation-FYTD			
Measure	FY2019	FYTD Target	FY2018
Inpatient Discharges	2,707	2,932	3,031
- Long Stay Admissions	573	594	606
- One Day Admissions	172	166	188
Inpatient Days	14,692	14,392	15,383
Observation Discharges	1,705	1,714	1,624
Observation Days (Observation Discharge)	3,456	3,132	3,320
Avg LOS (Inpatient Discharge)	5.9	---	6.0
Average Daily Census (Inpatient & Observation)	292.7	294.5	301.7
Surgical Cases	1,836	2,162	2,013
Procedures (CPTs)	---	---	---
Radiology Tests	7,140	---	7,333
Deliveries	168	182	161

Emergency- FYTD			
Measure	FY2019	FYTD Target	FY2018
Emergency Visits (includes LWBS & Trauma)	19,874	20,290	20,675
Adult Emergency Visits	16,451	16,804	16,791
Peds Emergency Visits	1,151	1,154	1,376
Trauma Visits	1,231	1,310	1,341
LWBS	1,041	812	1,167
Radiology Tests	15,571	---	17,457

Outpatient Clinic- FYTD			
Measure	FY2019	FYTD Target	FY2018
Total Registrations*	86,200	93,672	87,375
Total Provider Visits*	51,901	57,238	53,073
<b>Specialty/Diagnostic/Procedure Provider Visits</b>			
Austin (AH)	782	946	940
Core Specialty	1,624	1,744	1,504
Hospital - Based	2,879	3,438	3,375
Specialty Care / Fantus / Professional Bldg	36,019	40,128	36,999
Total	41,304	46,256	42,818
<b>Primary Care Provider Visits</b>			
Core	2,107	2,304	2,140
Core Peds	51	98	94
GM	7,785	7,830	7,349
Peds	654	750	672
Total	10,597	10,982	10,255



# Provident Operations Overview for the Two Month ending January 2019



## Comments:

- Leadership reviewing Observation days & discharges, left without being seen
- Sustained growth in surgical cases and specialty services
- Expect more volume growth as we procure equipment and fully staff new clinical capacity

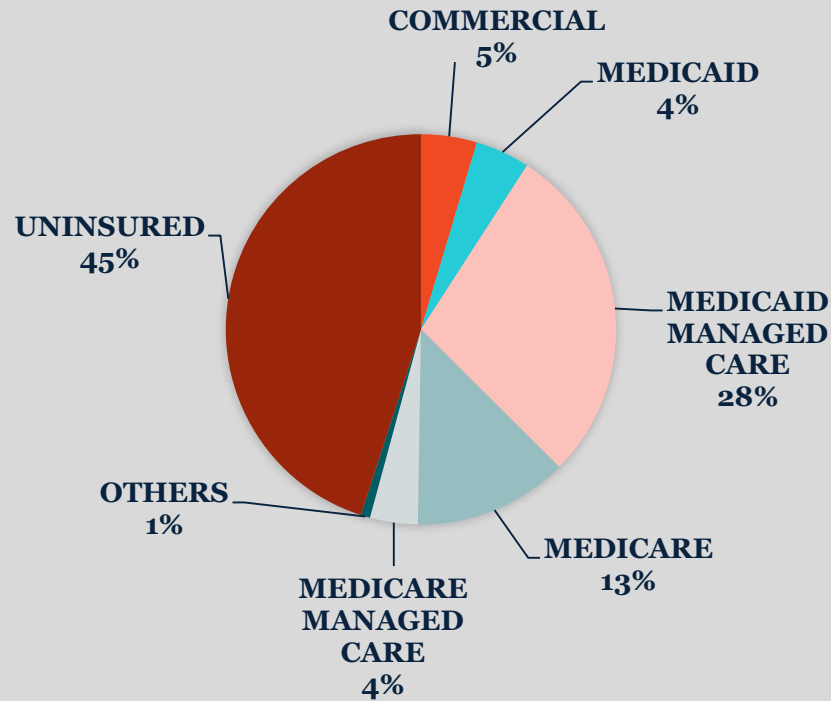


Inpatient/Observation-FYTD			
Measure	FY2019	Monthly Target	FY2018
Inpatient Discharges	100	98	123
- Long Stay Admissions	17	20	22
- One Day Admissions	9	6	6
Inpatient Days	505	500	521
Observation Discharges	117	104	92
Observation Days (Observation Discharge)	212	206	211
Avg LOS (Inpatient Discharge)	4.7	---	4.9
Average Daily Census (Inpatient & Observation)	11.6	12	11.8
Surgical Cases	477	606	379
Procedures (CPTs)	---	---	---
Radiology Tests	52	---	54

Emergency- FYTD			
Measure	FY2019	Monthly Target	FY2018
Emergency Visits (including LWBS)	4,936	5,472	5,106
Adult Emergency Visits	4,349	4,813	4,474
Peds Emergency Visits	229	295	335
LWBS	358	204	297
Radiology Tests	2,569	---	2,840

Outpatient Clinic- FYTD			
Measure	FY2019	Monthly Target	FY2018
Total Registrations	13,822	14,896	12,585
Specialty/Diagnostic/Procedure Provider Visits	5,511	5,972	4,950
Sengstacke Primary	2,820	2,790	2,524
Sengstacke Primary Peds	164	126	5
Radiology Tests	1,551	---	1,484

# ACHN Operations Overview for the Two Months ending January 2019



## Comments :

- Some positive trends vs FY 2018 actuals in Primary care, Specialty care provider visits
- Leadership continues to focus on initiatives including patient access and increasing specialty care availability at clinics



**COOK COUNTY  
HEALTH**

\*excludes Stroger Specialty Care, CORE, Stroger-Hospital Based Clinics, Sengstacke GMC & Psych, Austin Behavioral Health, and Oral Health assuming all registrations are provider visits

Page 45 of 95

## CCHC Primary- FYTD

Measure	FY2019	FYTD Target	FY2018
Arlington Heights (AR)/Vista (VH)	1,721	1,962	1,727
Austin (AH)	1,868	2,264	2,160
Child Advocacy	88	94	113
Cicero (CH)	1,746	1,914	1,878
Cottage Grove (CG)	1,514	1,668	1,502
Englewood (EH)	2,222	2,106	1,943
Logan Square (LS)	2,261	2,406	2,408
Morton East (ME)	126	156	154
Near South (NS)	2,193	2,526	2,397
OFHC (OF)	2,291	2,602	2,292
Prieto (PH)	2,790	2,926	2,955
Robbins (RH)	1,661	1,738	1,554
Woodlawn (WH)	1,675	1,776	1,531
Total Primary Care Provider Visits	22,156	24,138	22,614

## CCHC Specialty- FYTD

Measure	FY2019	FYTD Target	FY2018
Austin (AH)	56	78	75
Cicero (CH)	135	172	175
Logan Square (LS)	137	162	138
OFHC (OF)	4,527	5,088	4,575
Oral Health (OH)	811	882	923
Siegle Health Center	68	---	-
Total Specialty Care Provider Visits	5,734	6,382	5,886

## CCHC Total- FYTD

Measure	FY2019	FYTD Target	FY2018
Total Registrations*	39,085	43,846	40,035
Total Provider Visits*	26,537	29,670	27,598



# CountyCare Health Plan

## Financials, Observations and Operational Statistics



COOK COUNTY  
**HEALTH**

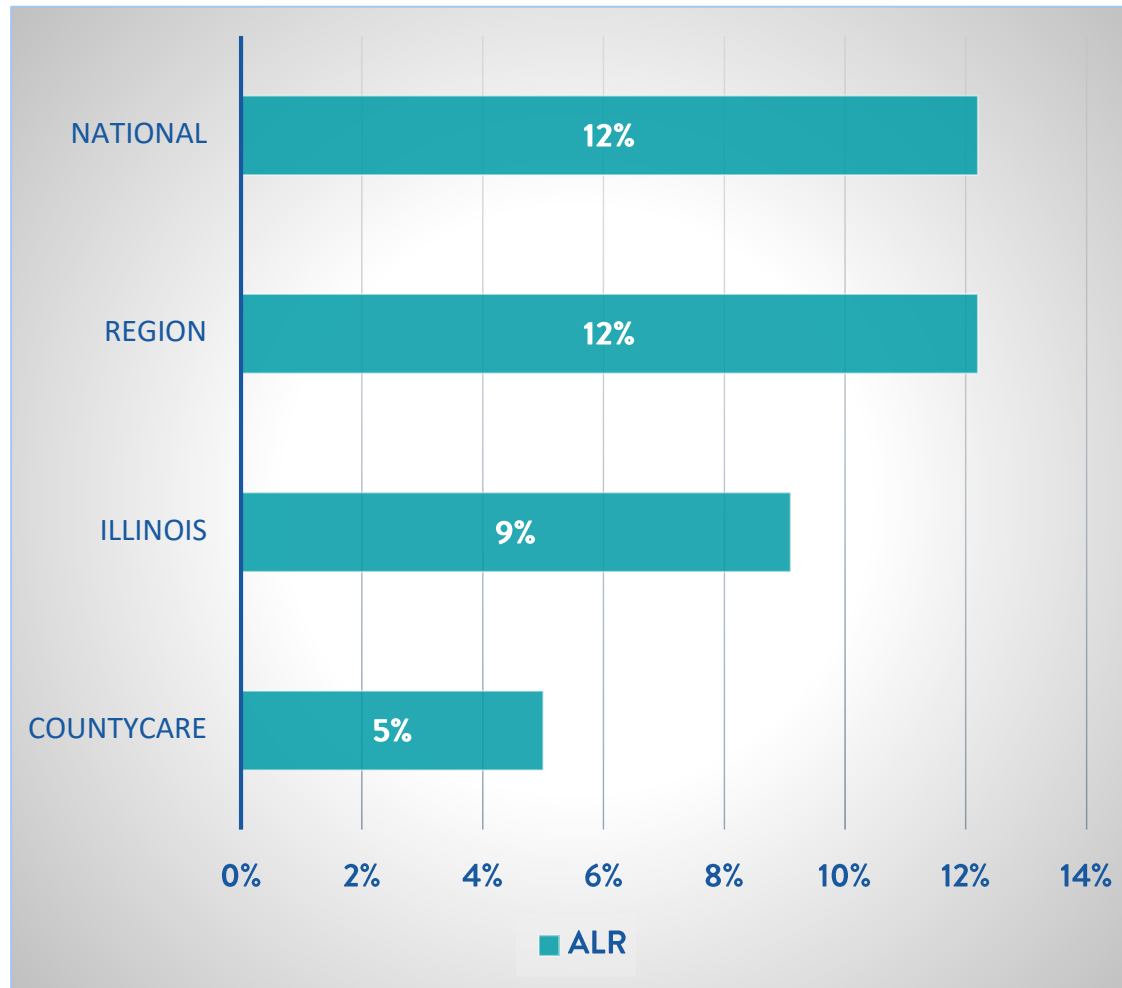


# Income Statement for the Two Months ending Jan.-2019 (in thousands)

	Year to Date		
	Actual	Budget	Variance
Member Months	656	649	8
<b>Total Revenue</b>	<b>372,094</b>	<b>284,844</b>	<b>87,250</b>
<b>Expense</b>			
<b>Total Admin Expenses</b>	<b>12,679</b>	<b>12,687</b>	<b>8</b>
<b>CCH Clinical Expenses</b>			
Claims	27,064	36,868	9,804
Pharmacy Claims	2,825	5,587	2,762
Care Management	1,753	-	(1,753)
<b>Total CCHHS Clinical Expenses</b>	<b>31,642</b>	<b>42,455</b>	<b>10,813</b>
<b>External Clinical Expenses</b>			
Claims	179,469	147,968	(31,501)
Hospital Supplemental Access Pmt	70,850	-	(70,850)
Pharmacy Claims	52,147	50,028	(2,118)
Care Management	9,975	12,808	2,832
Dental Claims	5,409	6,618	1,208
Transportation Claims	2,502	3,003	501
Optical Claims	1,192	762	(430)
Member Incentives	589	570	(20)
<b>Total External Clinical Expenses</b>	<b>322,133</b>	<b>221,756</b>	<b>(100,378)</b>
<b>Total Clinical Expenses</b>	<b>353,775</b>	<b>264,210</b>	<b>(89,564)</b>
<b>Total Expenses</b>	<b>366,454</b>	<b>276,897</b>	<b>(89,557)</b>
Net Income Before Rate Adjustment	5,640	7,947	(2,307)
<b>Medical Loss Ratio (MLR)</b>	<b>95%</b>	<b>93%</b>	<b>-2%</b>
Net Income Before Prior Period Adj/IGT	5,640	7,947	(2,307)
<b>IGT</b>	<b>4,212</b>	<b>6,009</b>	<b>(1,797)</b>
<b>Amortization</b>	<b>1,546</b>	<b>1,546</b>	<b>-</b>
Net Income After IGT And Amortization	(118)	392	(510)
<b>Total CCHHS Impact</b>	<b>37,282</b>	<b>50,402</b>	<b>(13,120)</b>



# CountyCare Operations Stats for the Two Months ending January 2019



## Comments:

- CountyCare Medical Loss Ratio is better than National and Regional, sustained at 95% YTD.
- With 326,116 members in January 2019 , CountyCare is the still largest Medicaid Managed Care plan in Cook County
- Leadership focused on several initiatives and media campaigns to protect market share and retain membership during open enrollment period

Milliman Research Report-Medicaid Risk-Based Managed Care: Analysis of Financial results for 2016 . Region consists of Illinois, Indiana, Michigan, Minnesota, Ohio, and Wisconsin  
MLR – Medical Loss Ratio , %age of premium spent on health care quality . ALR Administrative loss Ratio - %age spent on overhead expenses, such as marketing, profits, salaries, administrative costs etc.





# Correctional Health Services Financials, Observations and Operational Statistics



COOK COUNTY  
**HEALTH**

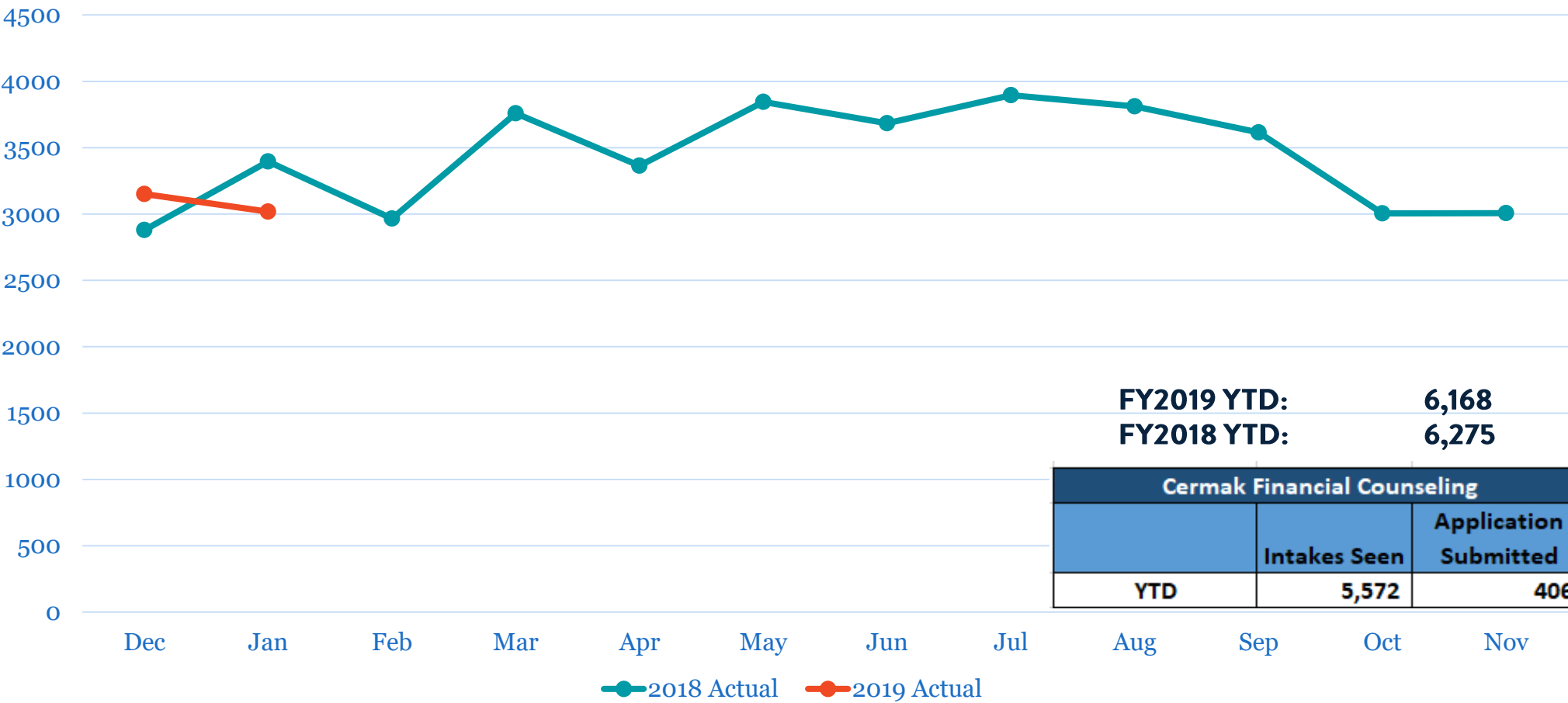
# Income Statement for the Two Months ending January-2019 (in thousands)

Correctional Health Services	Year-To-Date		Variance	
	<i>Actual</i>	<i>Budget</i>	\$	%
Total Operating Rev	0	-	0	0%
<b><u>Operating Expenses</u></b>				
Salaries & Benefits	8,430	11,355	2,925	26%
Overtime	841	806	(36)	-4%
Contracted Labor	11	62	51	82%
Pension*	3,999	3,999	-	0%
Supplies & Materials	96	122	27	22%
Pharmaceutical Supplies	1,585	1,667	82	5%
Purch. Svs., Rental, Oth.	74	1,833	1,759	96%
Insurance Expense	62	-	(62)	n/a
Depreciation	17	17	-	0%
<b>Total Operating Exp</b>	<b>15,116</b>	<b>19,861</b>	<b>4,746</b>	<b>24%</b>
<b>Operating Margin</b>	<b>(15,115)</b>	<b>(19,861)</b>	<b>4,746</b>	<b>24%</b>
<b>Operating Margin %</b>	<b>na</b>	<b>na</b>	<b>na</b>	<b>na</b>
<b>Non Operating Revenue</b>	<b>11,783</b>	<b>11,783</b>	<b>-</b>	<b>0</b>
<b>Net Income/(Loss)</b>	<b>(3,332)</b>	<b>(8,078)</b>	<b>4,746</b>	<b>59%</b>



# Correctional Health Operation Overview for the Two Months ending January 2019

Total Intakes



Comments:

- Top 3 referrals remain Oral Surgery, Ear Nose & Throat and Hand Clinic
- 90% of intakes are screened by financial counselling to ensure continuity of coverage
- JTDC passed National Commission on Correctional Health Care (NCCHC) recertification to maintain certification

# Cook County Dept. of Public Health Financials and Operational Statistics



# Income Statement for the Two Months ending Jan-2019(in thousands)

COOK COUNTY PUBLIC HEALTH	Year-To-Date		Variance	
	<i>Actual</i>	<i>Budget</i>	\$	%
<b>Total Operating Rev</b>	96	303	(208)	-69%
<b><u>Operating Expenses</u></b>				
Salaries & Benefits	1,214	1,723	509	30%
Overtime	1	1	(0)	-5%
Contracted Labor	0	23	22	99%
Pension*	556	556	-	0%
Supplies & Materials	3	19	16	83%
Purch. Svs., Rental, Oth.	55	386	331	86%
Insurance Expense	11	-	(11)	n/a
Depreciation	0	0	-	0%
Utilities	-	17	17	100%
<b>Total Operating Exp</b>	1,841	2,726	885	32%
<b>Operating Margin</b>	(1,746)	(2,422)	677	28%
<b>Operating Margin %</b>	na	na	na	na
<b>Non Operating Revenue</b>	291	291	-	0%
<b>Net Income/(Loss)</b>	(1,455)	(2,132)	677	32%



# CCDPH Operation Overview for the Two Months ending January 2019

Public Health	Program Title	Metric	YTD Thru Jan 19	FY19 Target
	Administration	Percent of high-risk infant APORS (Adverse Pregnancy Outcome Reporting System) referrals received that are contacted for follow-up by the Public Health Nurse within 14 calendar days of referral	96%	85%
		Cost per county residents served	\$5.71	\$5.71
	Environmental Health	Cost per Inspection Efficiency	\$208.56	\$208.56
		Time from receipt of Chlamydia or gonorrhea report to field (days)	5	5
	Communicable Diseases	Percent of food establishments with isolated illness complaints within a contracted community or unincorporated Suburban Cook County that are inspected within 2 business days of receipt of complaint	100%	100%
Lead Poisoning Prevention	Program Title	Metric	YTD Thru Jan 19	FY19 Target
	Lead Poisoning Prevention	Percentage of cases with elevated blood levels visited within the timeline provided in protocols	82%	90%
		Percentage of cases with elevated blood lead levels who receive joint nursing visit and environmental risk assessment visit	89%	95%
TB Program	Program Title	Metric	YTD Thru Jan 19	FY19 Target
	TB Program	Number of completed Direct Observation Treatments (DOT)	92%	91%

# CCH Administration Financial Statements





# Income Statement for the Two Months ending Jan-2019 (in thousands)

<u>Administration</u>	Year-To-Date		Variance	
	<i>Actual</i>	<i>Budget</i>	\$	%
<b><u>Operating Expenses</u></b>				
Salaries & Benefits	6,361	6,351	(10)	0%
Overtime	45	28	(16)	-58%
Contracted Labor	378	1,789	1,410	79%
Pension*	3,095	3,095	-	0%
Supplies & Materials	9	104	95	91%
Purch. Svs., Rental, Oth.	42	529	487	92%
Insurance Expense	45	-	(45)	n/a
Depreciation	636	636	-	0%
<b>Total Operating Exp</b>	<b>10,611</b>	<b>12,532</b>	<b>1,921</b>	<b>15%</b>
<b>Operating Margin</b>	<b>(10,611)</b>	<b>(12,532)</b>	<b>1,921</b>	<b>15%</b>
<b>Non Operating Revenue</b>	<b>1,619</b>	<b>1,619</b>	<b>-</b>	<b>0%</b>
<b>Net Income/(Loss)</b>	<b>(8,992)</b>	<b>(10,913)</b>	<b>1,921</b>	<b>18%</b>





# Appendix

## System-wide Volumes / Stats

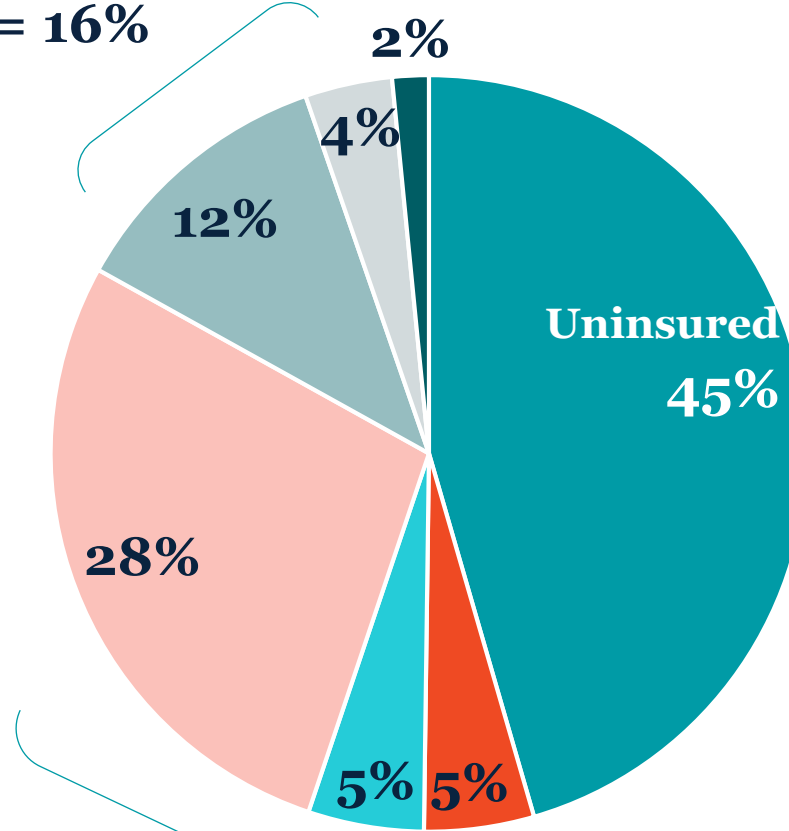


COOK COUNTY  
**HEALTH**

# System Payor Mix By Visit

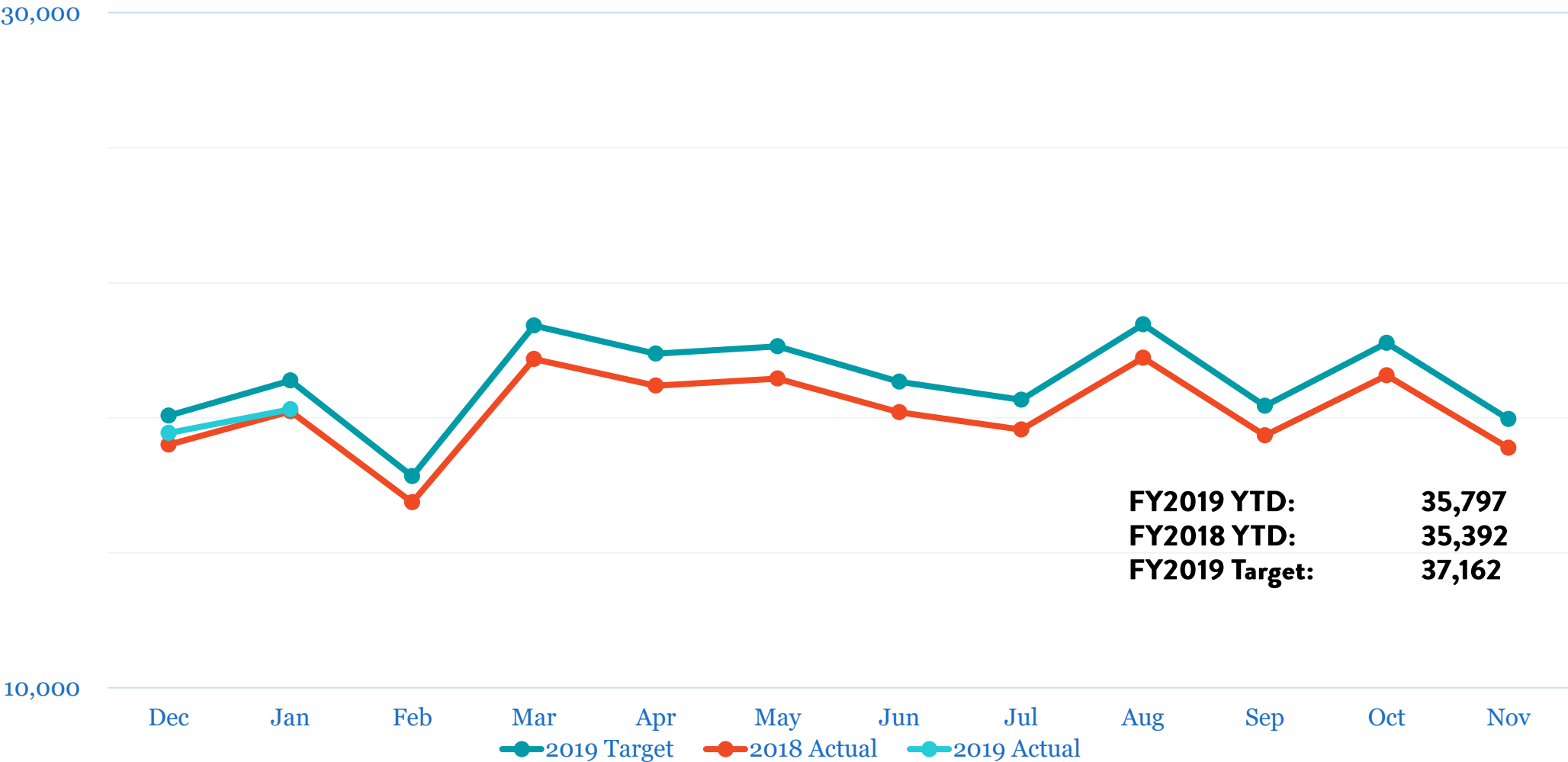
All Medicare = 16%

All Medicaid = 33%

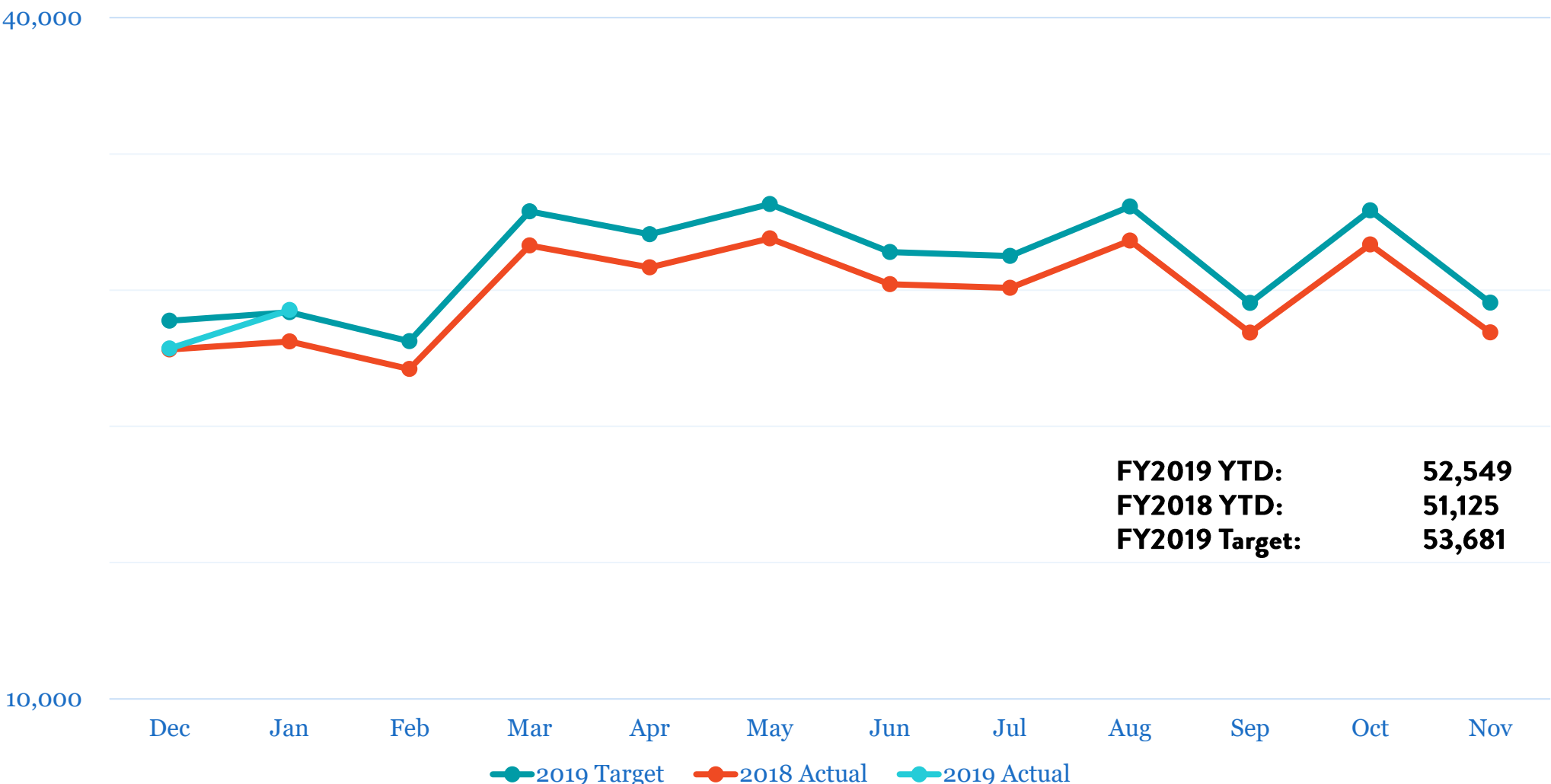


- Uninsured
- Commercially Insured
- Medicaid
- Medicaid Managed Care
- Medicare
- Medicare Managed Care
- Other

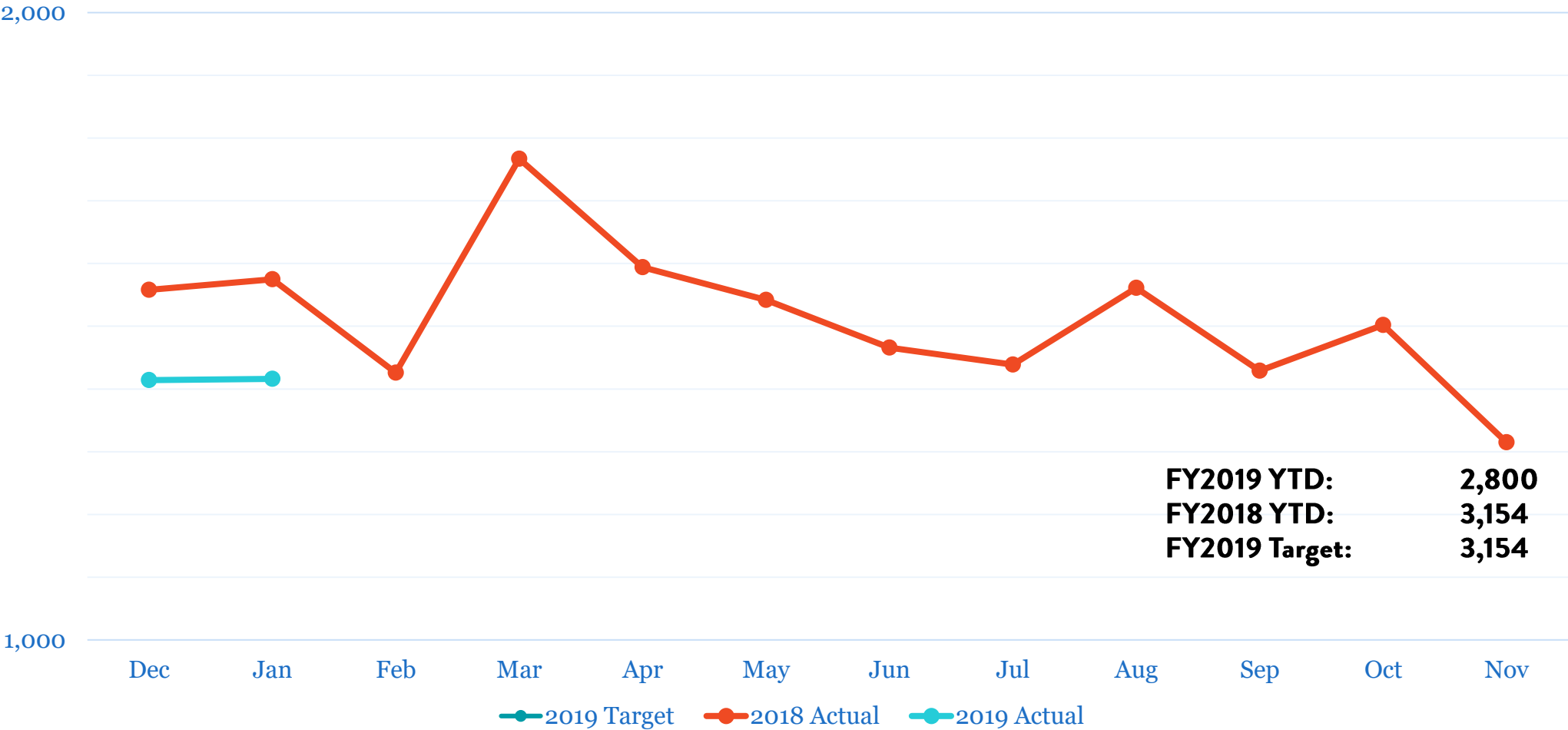
# Primary Care Provider Visits



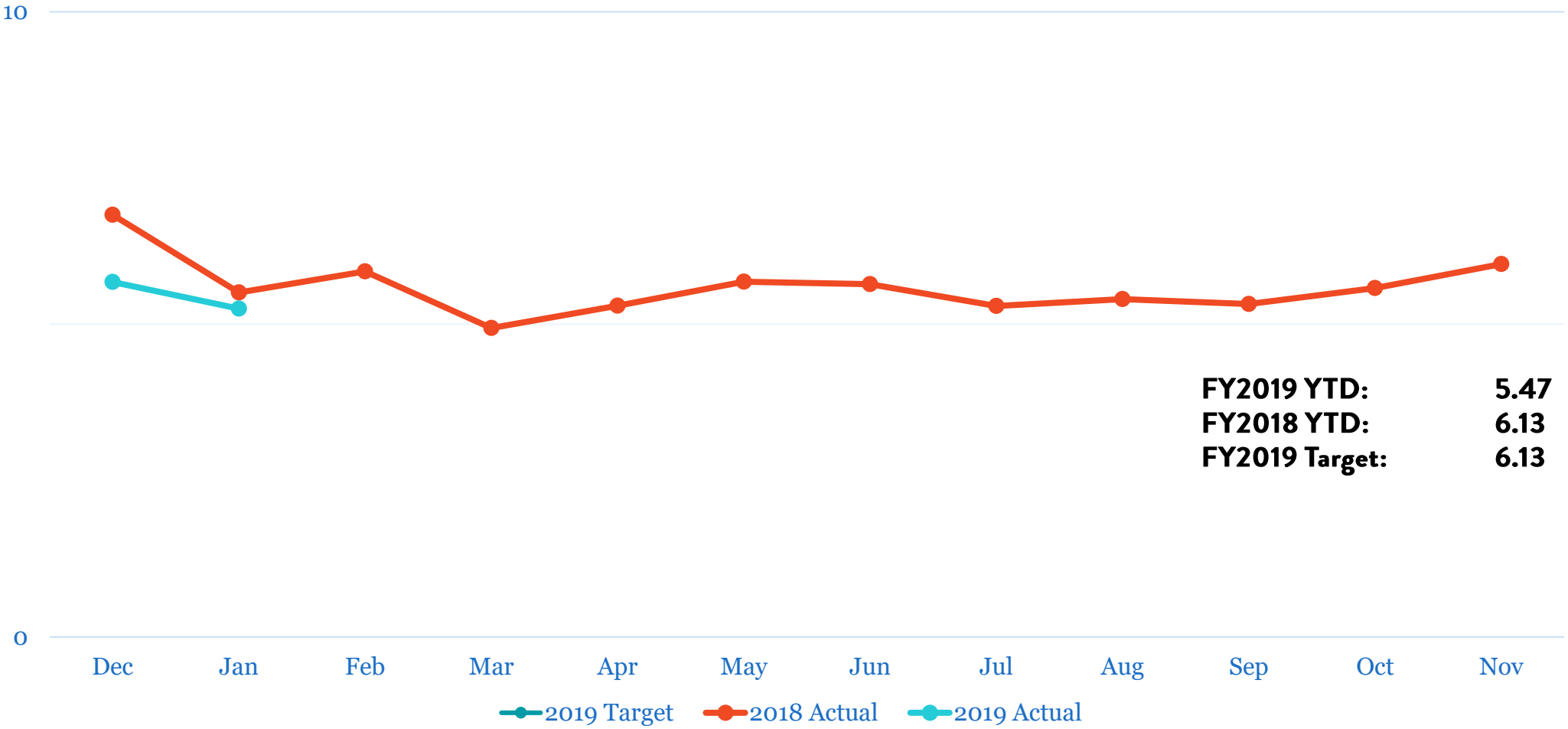
# Specialty Care Provider Visits



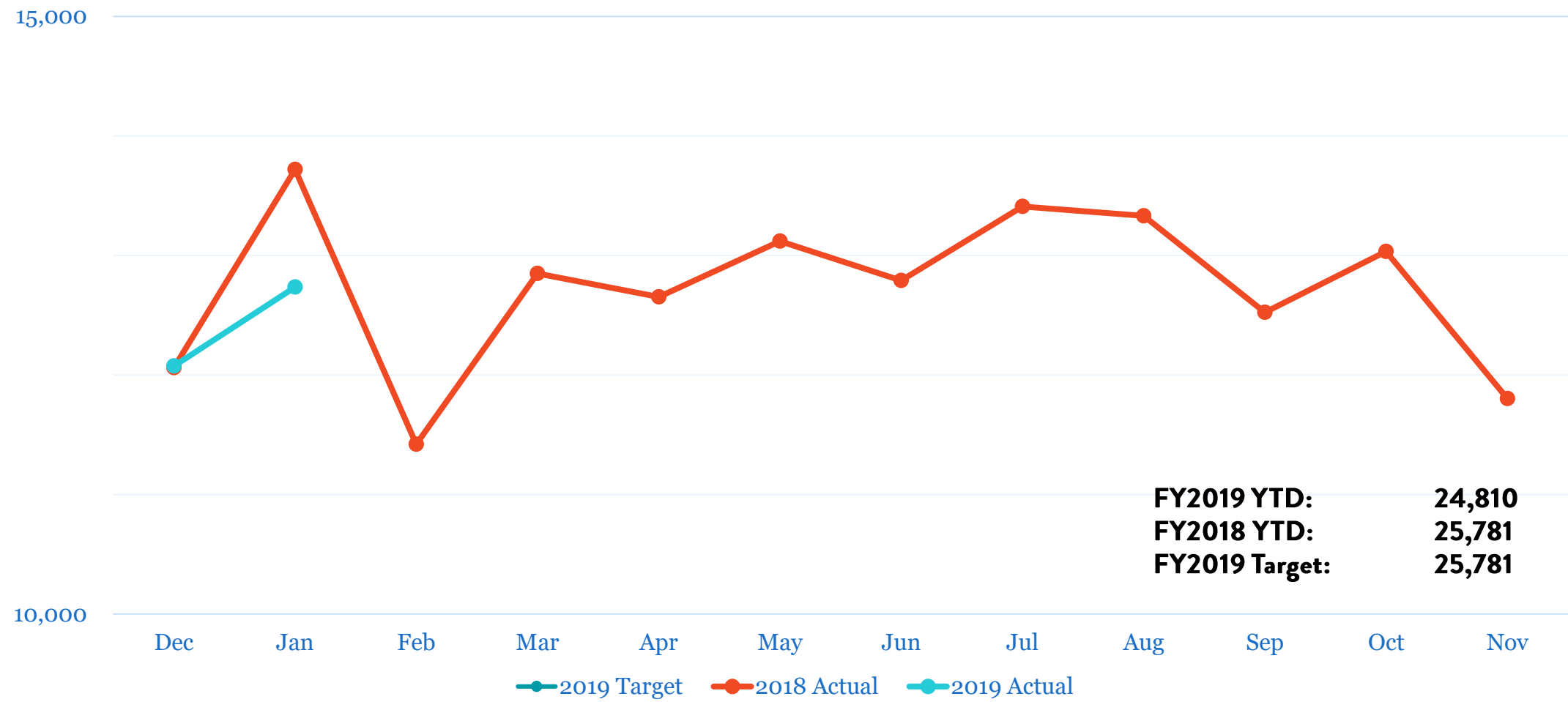
# Total Inpatient Discharges



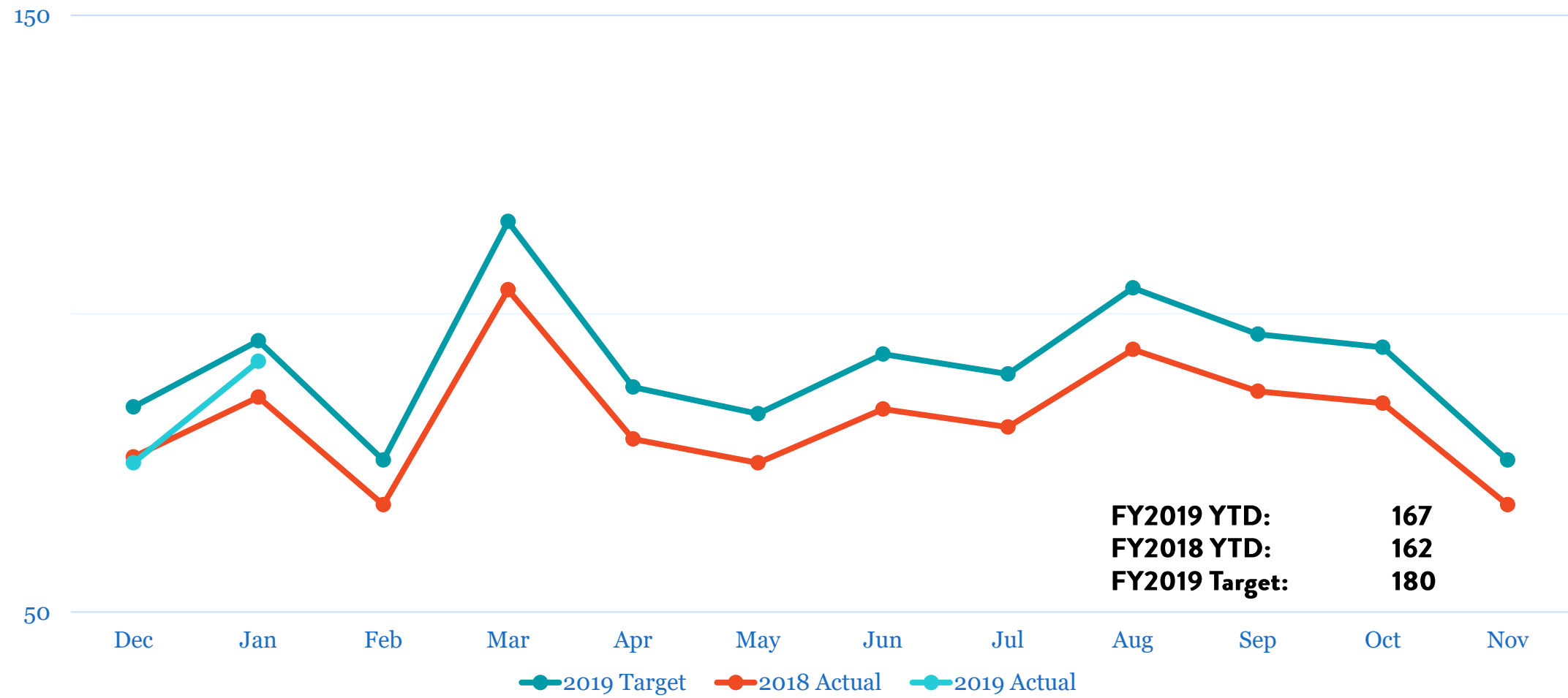
# Average Length of Stay



# Total Emergency Room Visits

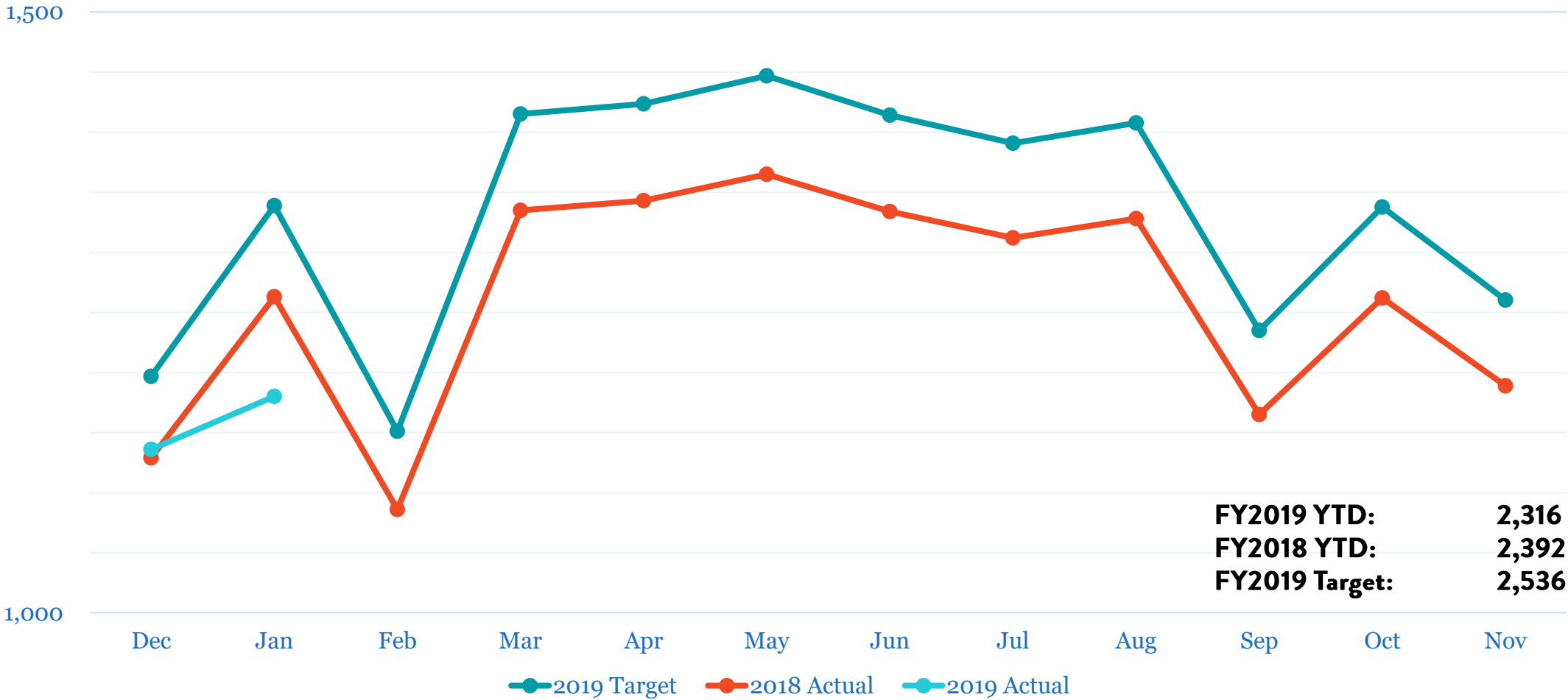


# Total Deliveries

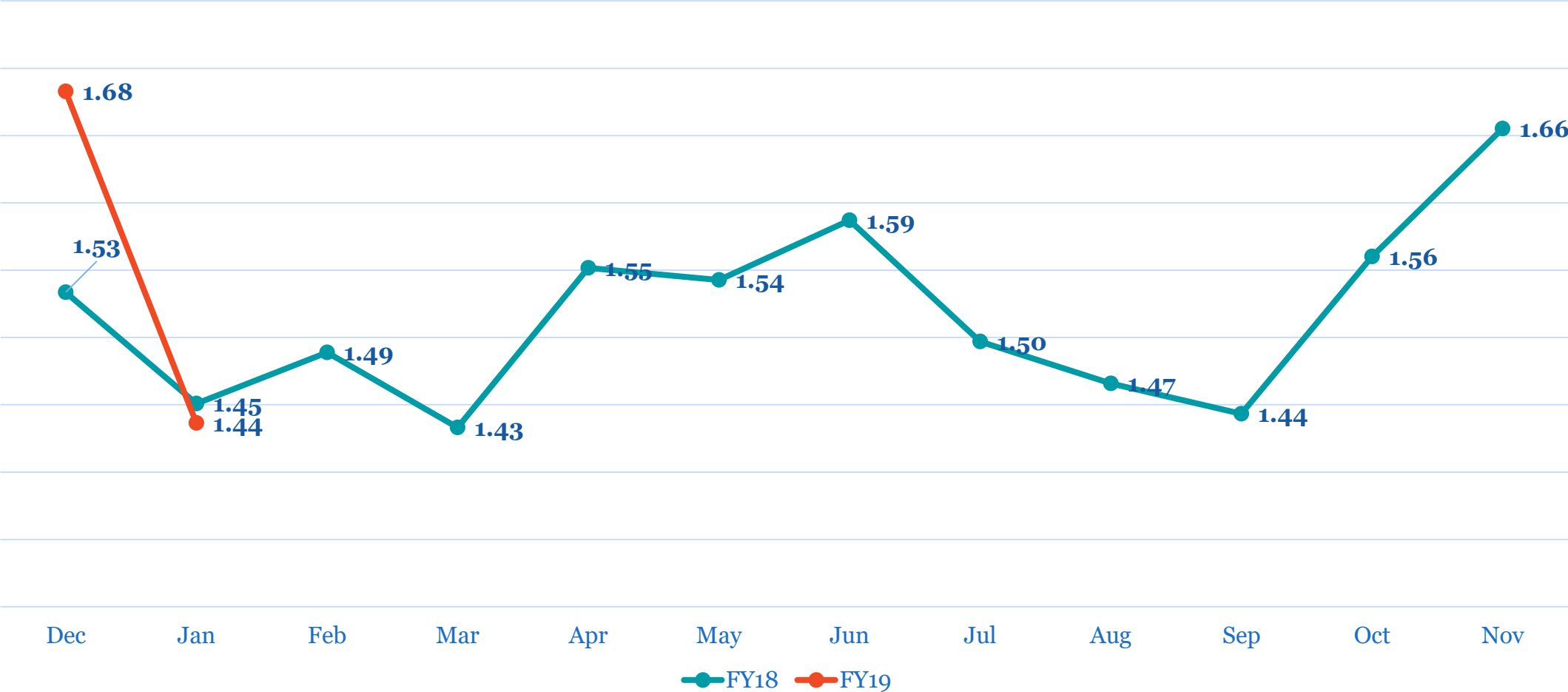




# Total Surgical Cases



# Case Mix Index



# Questions?



Cook County Health and Hospitals System  
Finance Committee Meeting  
Friday, March 22, 2019

ATTACHMENT #4

# Strategic Planning FY2020- 2022

**Collaborative Research Unit (CRU)**

**William Trick, MD**

**Unit Director**

**March 22, 2019**



**COOK COUNTY  
HEALTH**



# Research at CCH

## Mission, Areas of Responsibility



# Importance of Research

- Provides millions \$/year of medications/care through funded research
  - Expensive or investigational medications to treat HIV and cancer
- Informed, inquisitive clinician-investigators improve patient care, lifts morale
- CCH well represented in the medical literature and scientific gatherings
- Influence public health practice and policy through partnerships with public agencies: IDPH, CDPH, CCDPH, CDC, and NIH

# CCH Institutional Review Board Mission

- Primary: Protection of human research subjects from harm and assurance of fully informed voluntary participation...
- Secondary: Compliance with laws that govern human subjects protections
- Guiding principles: Autonomy, Beneficence, Justice
- Philosophy: Fulfill these missions with minimal burden to facilitate research that furthers the mission of CCH & improves the care of people we serve



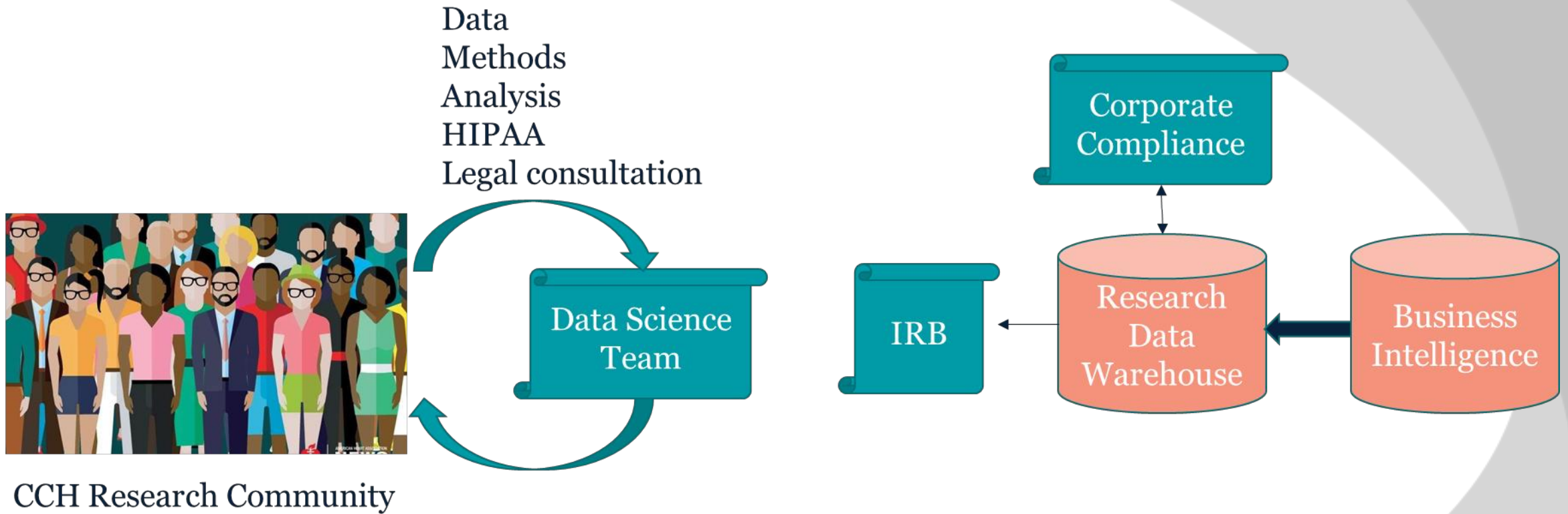
# IRB Accomplishments

- Heavy workload:
  - 477 open protocols
  - 188 new protocols reviewed in 2018
  - investigator trainings
- Locally and nationally recognized experts in reviewing research in vulnerable populations (e.g., adolescents and detainees)
- Revised policies and procedures, & trained staff for the revised 2019 Office of Human Research Protections' Common Rule
- Monthly educational programs for investigators: workshops in collaboration with Corporate Compliance, HIS, and CRU

# CRU Mission

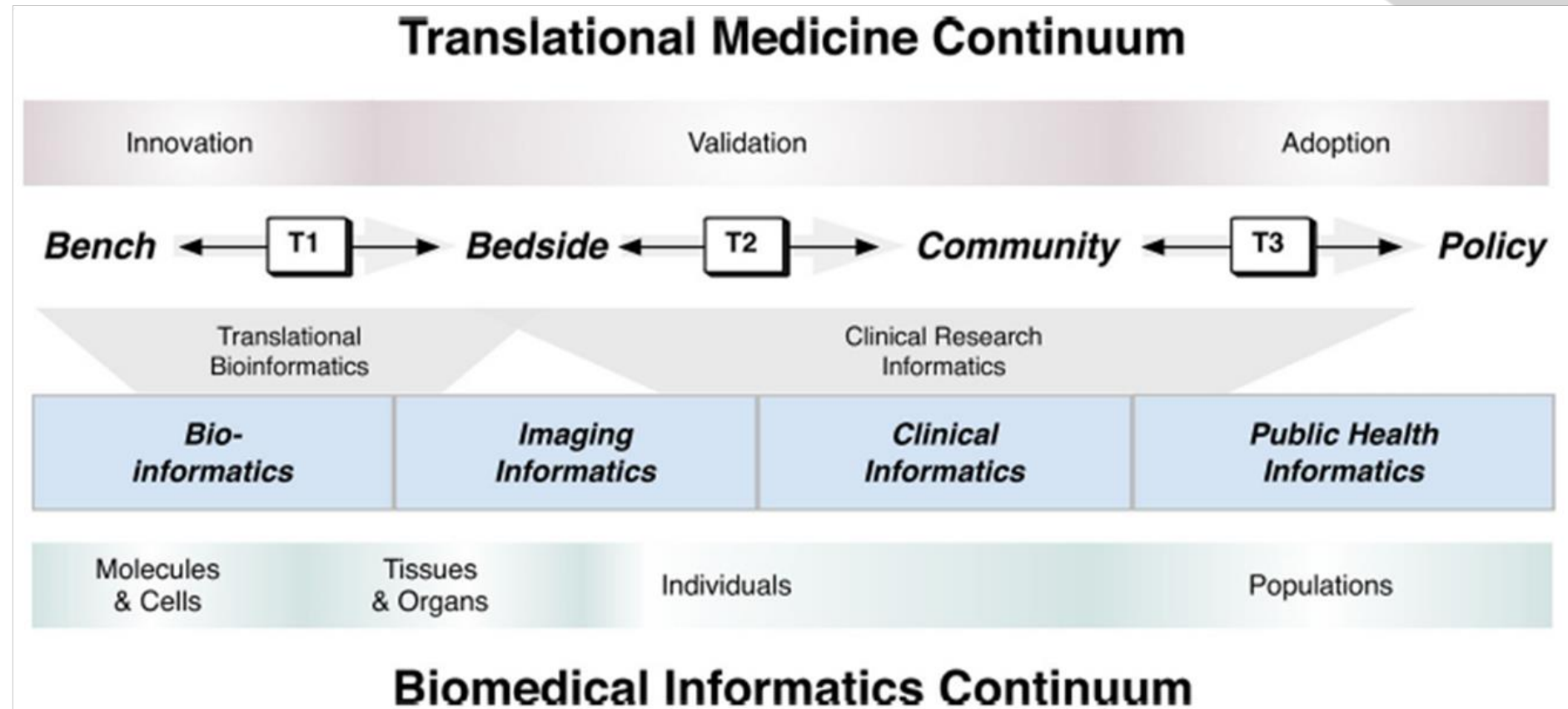
The Collaborative Research Unit promotes ***action research*** on ***highly prevalent problems*** affecting the health of the vulnerable and ***diverse patient population*** of Cook County.

# Collaborative Research Unit: CRU



# Research Framework

Research Framework



# Examples of Projects

- Program Evaluation
  - Housing the homeless
  - Medication assisted treatment for opioid addiction
  - Medical-legal partnership
- Analytics to inform large-scale projects
  - Flexible housing pool: homeless
  - Justice and mental health collaborative
  - Social network analyses for opioid prescribing and control of antibiotic-resistant organisms
- Data linkages
  - Real-time messages to focused registries
- Public health interventions
  - Control of multi-drug resistant organisms

# Awards: Completed Projects

- **Charles Shepard Nomination:** Outstanding research paper published by CDC scientists  
“Effect of screening for partner violence on women's quality of life: a randomized controlled trial”.<sup>1</sup>
- **Gage Award for Innovation** in Excellence in America's Essential Hospitals, 2014<sup>2</sup>  
Clinical decision support for Healthy Lungs Initiative Tobacco Program
- **California Healthcare Foundation,** Award for technology supporting complex care management.<sup>3</sup>  
Audio Computer Assisted Self Interviews (ACASI): Provision of social services, oncology

<sup>1</sup> Klevens J, Kee R, Trick W, Garcia D, Angulo FR, Jones R, Sadowski LS. JAMA, 2012.

<sup>2</sup> Goldberg DN et al. “...a public hospital tobacco cessation program: the cook county health...experience. J Comm Health, 2016.

<sup>3</sup> Trick WE, Deamant C, et al. “...ACASI System in a General Medicine Clinic. Applied Clin Inform. 2015.

# Impact 2020 Update



## Status and Results

- Deliver High Quality Care
- Grow to Serve and Compete
- Foster Fiscal Stewardship
- Invest in Resources
- Leverage Valuable Assets
- Impact Social Determinants
- Advocate for patients



# Impact 2020

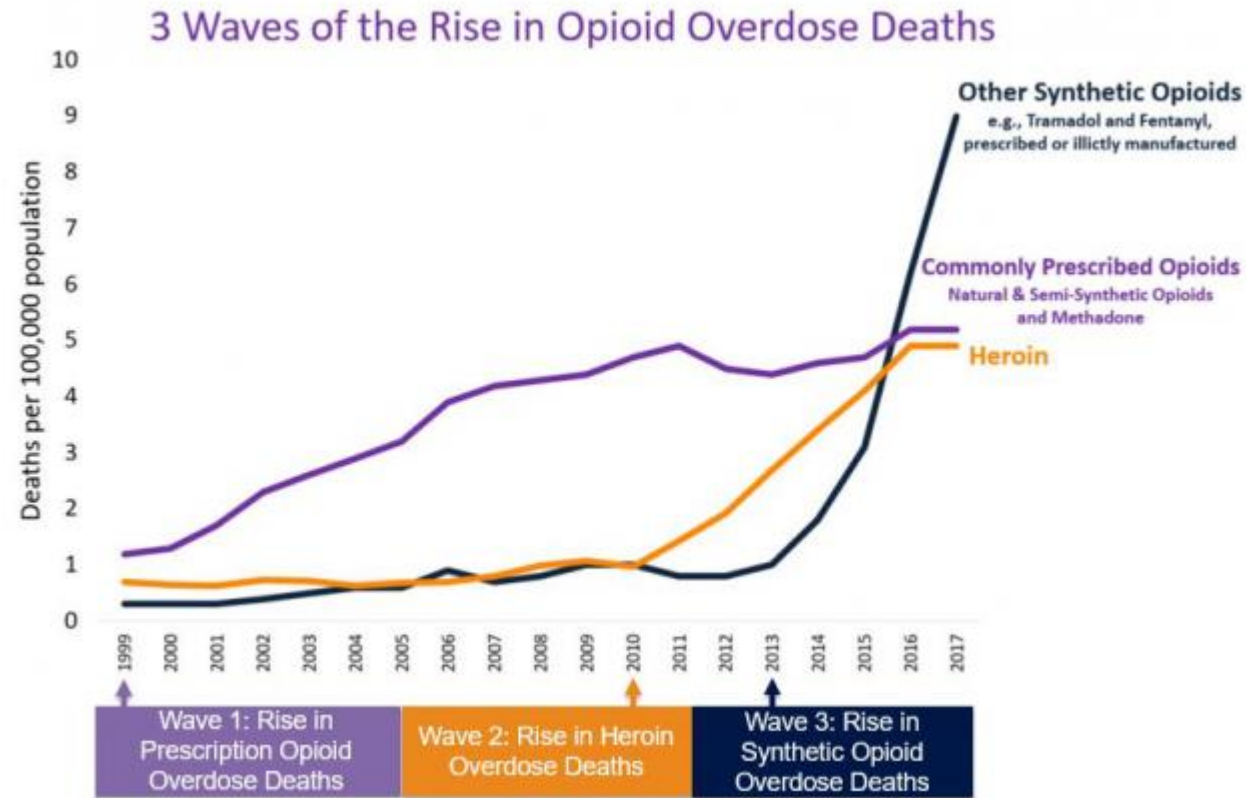
## Progress and Updates

Focus Area	Name	Status
5.3 Exploit relevant sources for monitoring quality, cost, utilization and patient outcomes.	Complete one advanced analysis project by the Collaborative Research Unit (CRU) from the CountyCare claims data.	Complete/ Ongoing
5.6 Produce knowledge (using internal and external sources) about how best to provide care to CCHHS' patients.	Strengthen clinical impact of research to benefit CCHHS patients prioritized informed by clinical leadership or quality council.	Ongoing



# Project 1: Opioid Prescribing Social Network, CountyCare

## Background: Opioid Overdose Cohorts in the United States



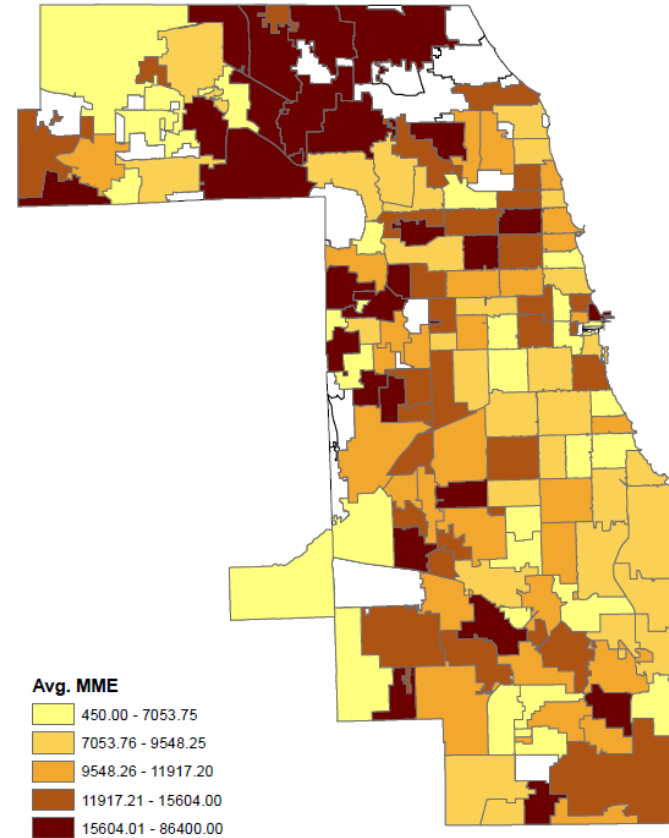
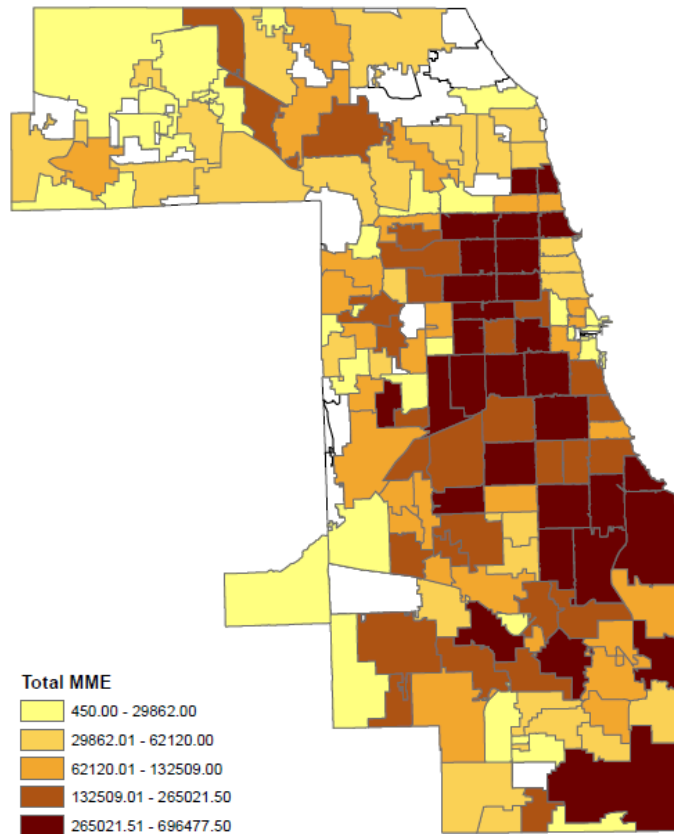
SOURCE: National Vital Statistics System Mortality File.

# Project 1: Opioid Prescribing Social Network, CountyCare

## Opioid Claims for CountyCare Beneficiaries by ZIP Code, 2015-16

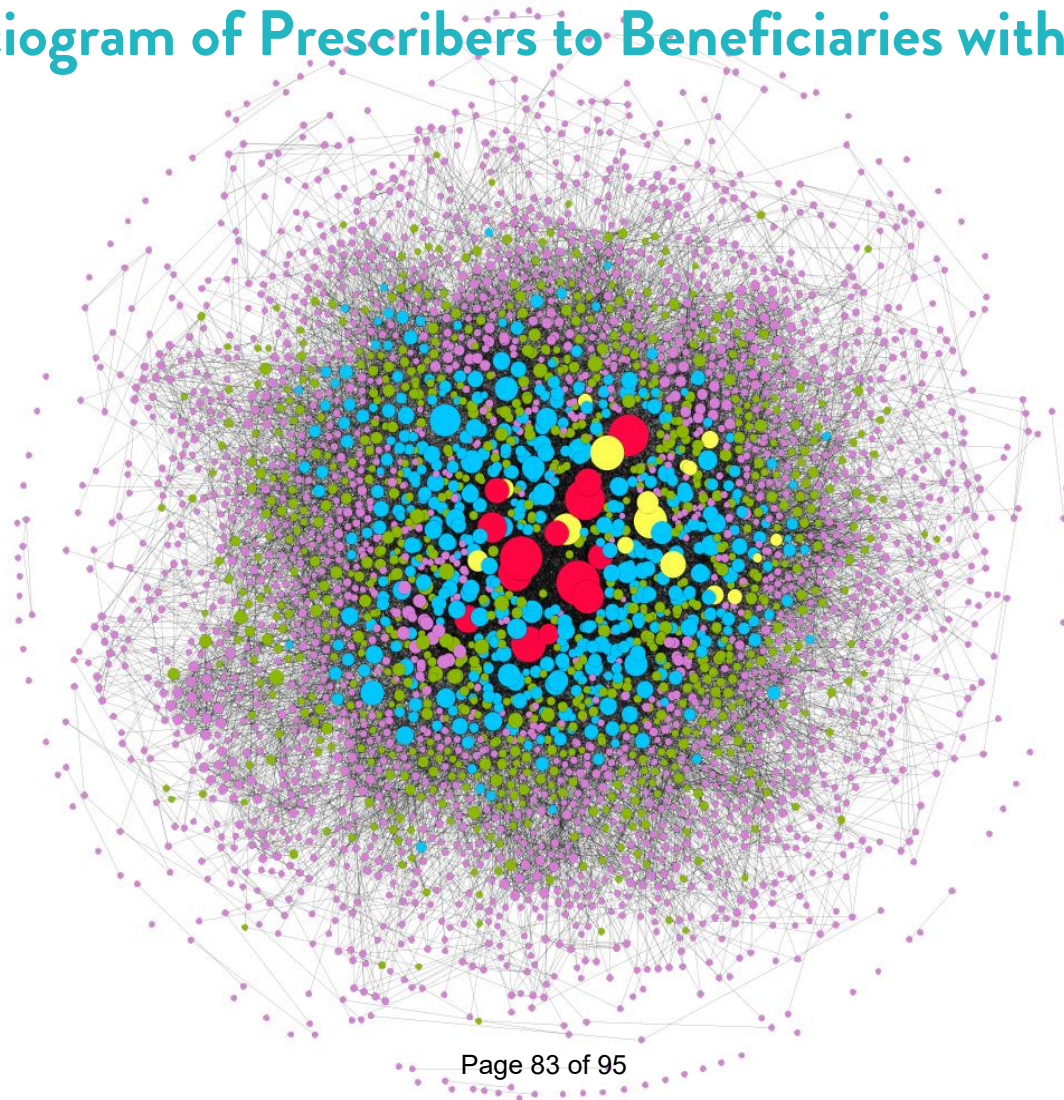
Cumulative MME Dispensed In ZIP Code

Mean MME Per Beneficiary Dispensed In ZIP Code



# Project 1: Opioid Prescribing Social Network, CountyCare

## K-core Unimodal Sociogram of Prescribers to Beneficiaries with Chronic Opioid Use





# Project 1: Opioid Prescribing Social Network, CountyCare

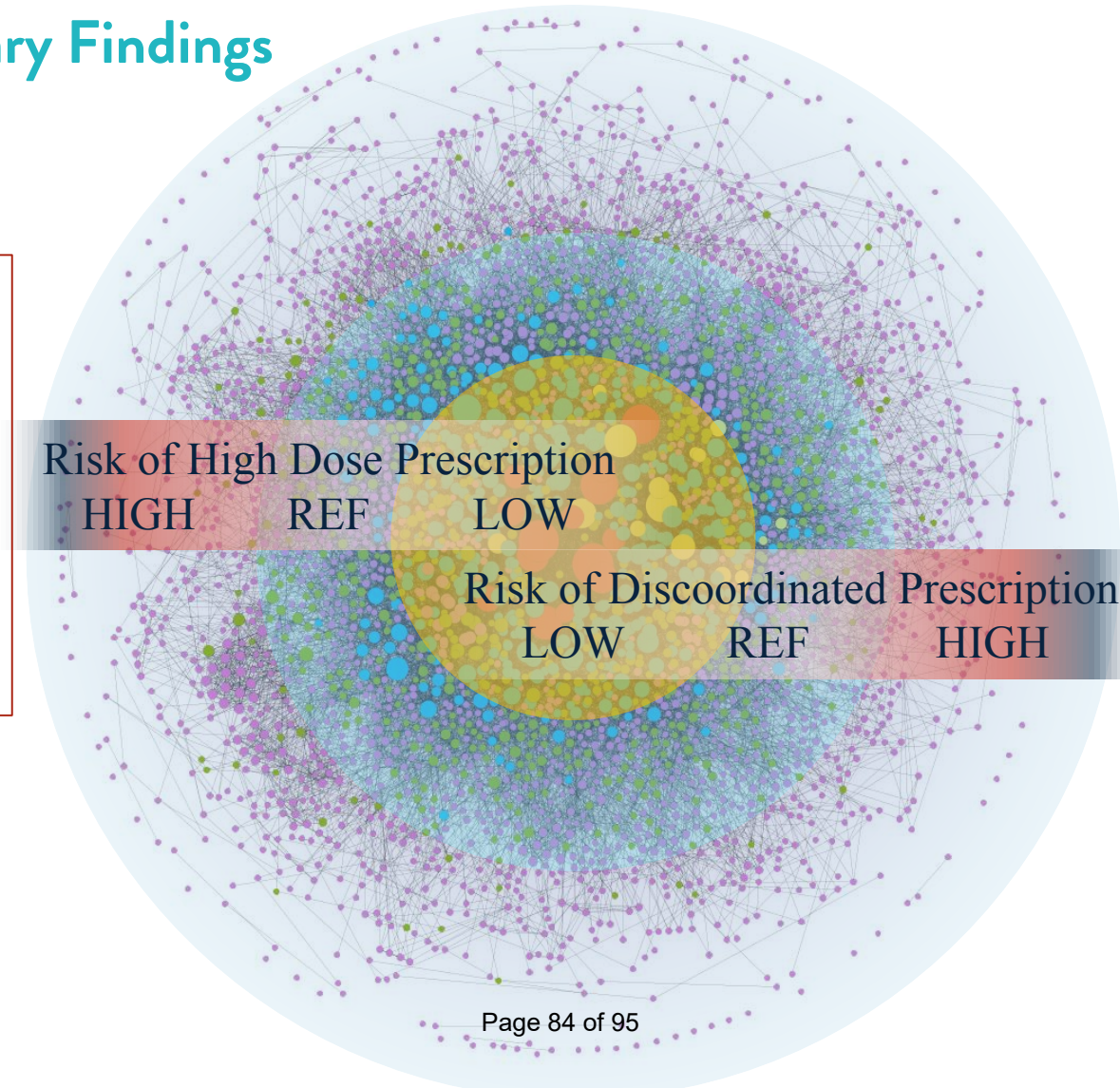
## Schematic of Primary Findings

Higher Risk of High Dose Prescriptions:

- Anesthesia/Pain
- Psychiatry/Sports Medicine

Lower Risk of High Dose Prescriptions:

- Emergency Medicine
- Pediatrics



Higher Risk of Discoordinated Prescriptions:

- Dental
- Emergency Medicine
- Surgical Specialties

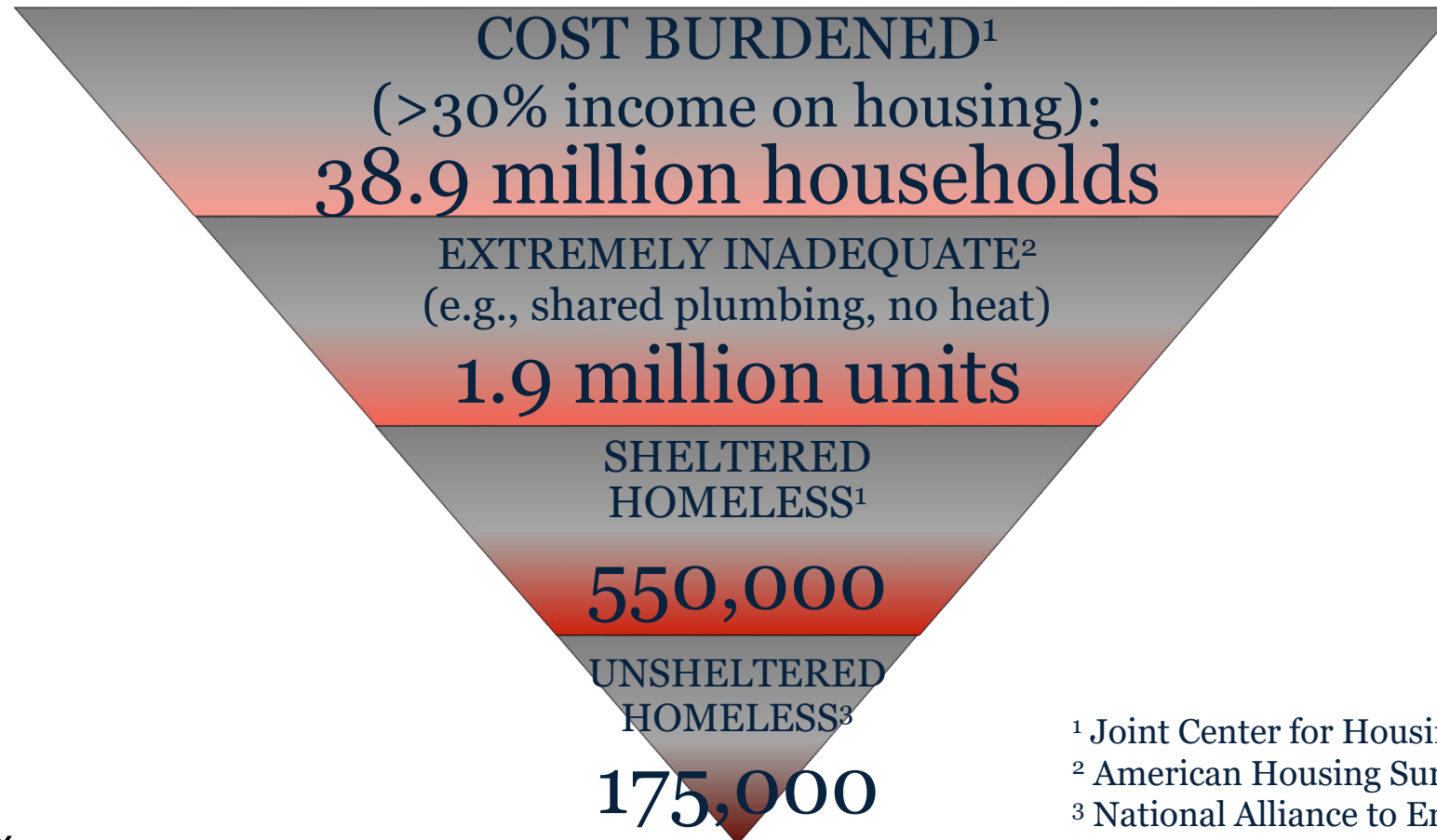
# Project 1: Opioid Prescribing Social Network, CountyCare

## Implications and Response

- Highly interconnected prescribers in the network's core were clinicians of **CCH's chronic pain management center**. Their model of chronic pain management may be part of a national solution.
- Prescribers in the network's periphery and specialties like emergency medicine and procedural specialties were vulnerable to exposing patients to high daily dose opioids through discoordinated prescriptions.
- **Cook County Department of Public Health** targeted public health detailing toward prescribers among procedural specialists.
- Illinois legislation (SB 1607) mandating prescribers to use the Prescription Monitoring Program for first time opioid prescriptions to each patients went into effect January 2018. Evaluation of its impact on CountyCare members planned.

# Project 2: Health-Housing Data Linkages for Coordinated Entry

## Background: Housing Insecurity in the United States



<sup>1</sup> Joint Center for Housing Studies (2017)

<sup>2</sup> American Housing Survey, USDUHD (2013)

<sup>3</sup> National Alliance to End Homelessness (2017)

# Project 2: Health-Housing Data Linkages for Coordinated Entry

## CCH Opportunities and Commitments

### Chicago Flexible Housing Subsidy Pool Program

1. to create more effective ways to connect individuals who have been homeless with high behavioral health and physical health needs
2. to create new supportive housing

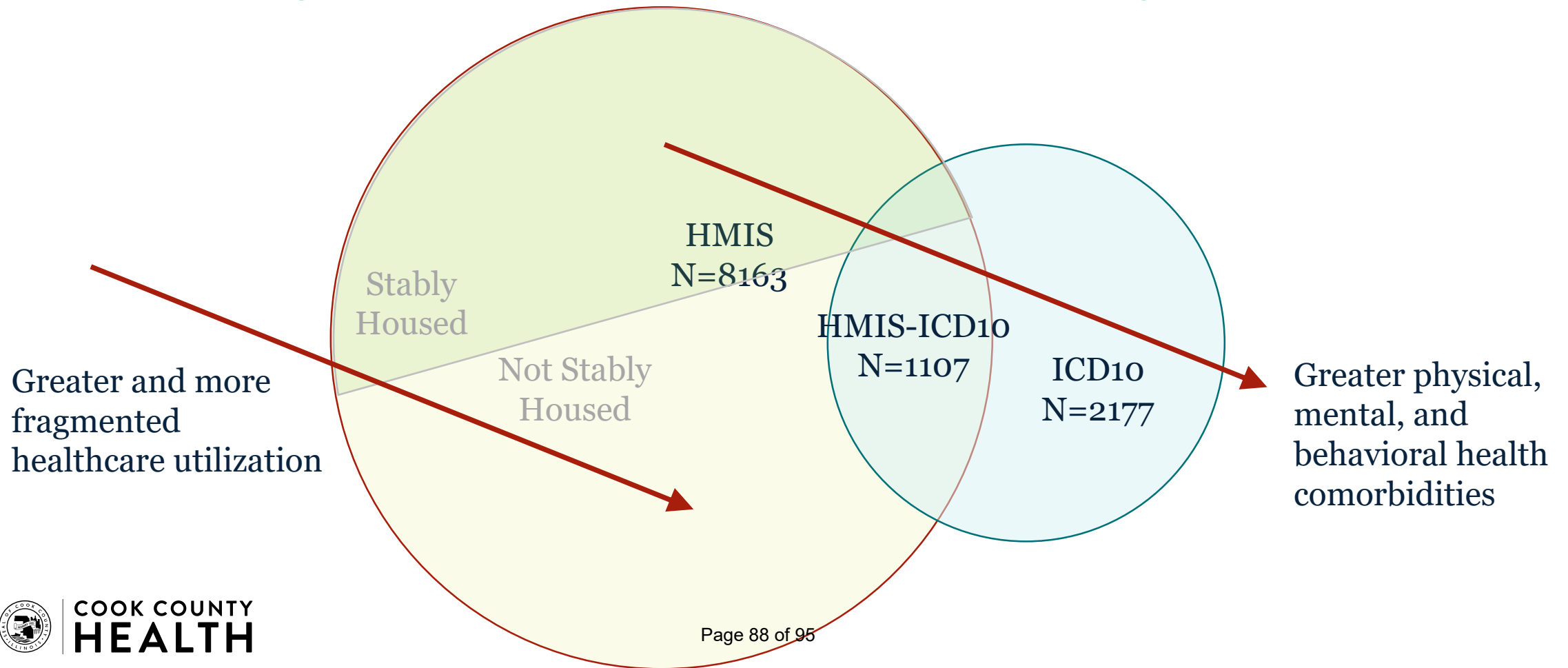


COOK COUNTY  
**HEALTH**



# Project 2: Health-Housing Data Linkages for Coordinated Entry

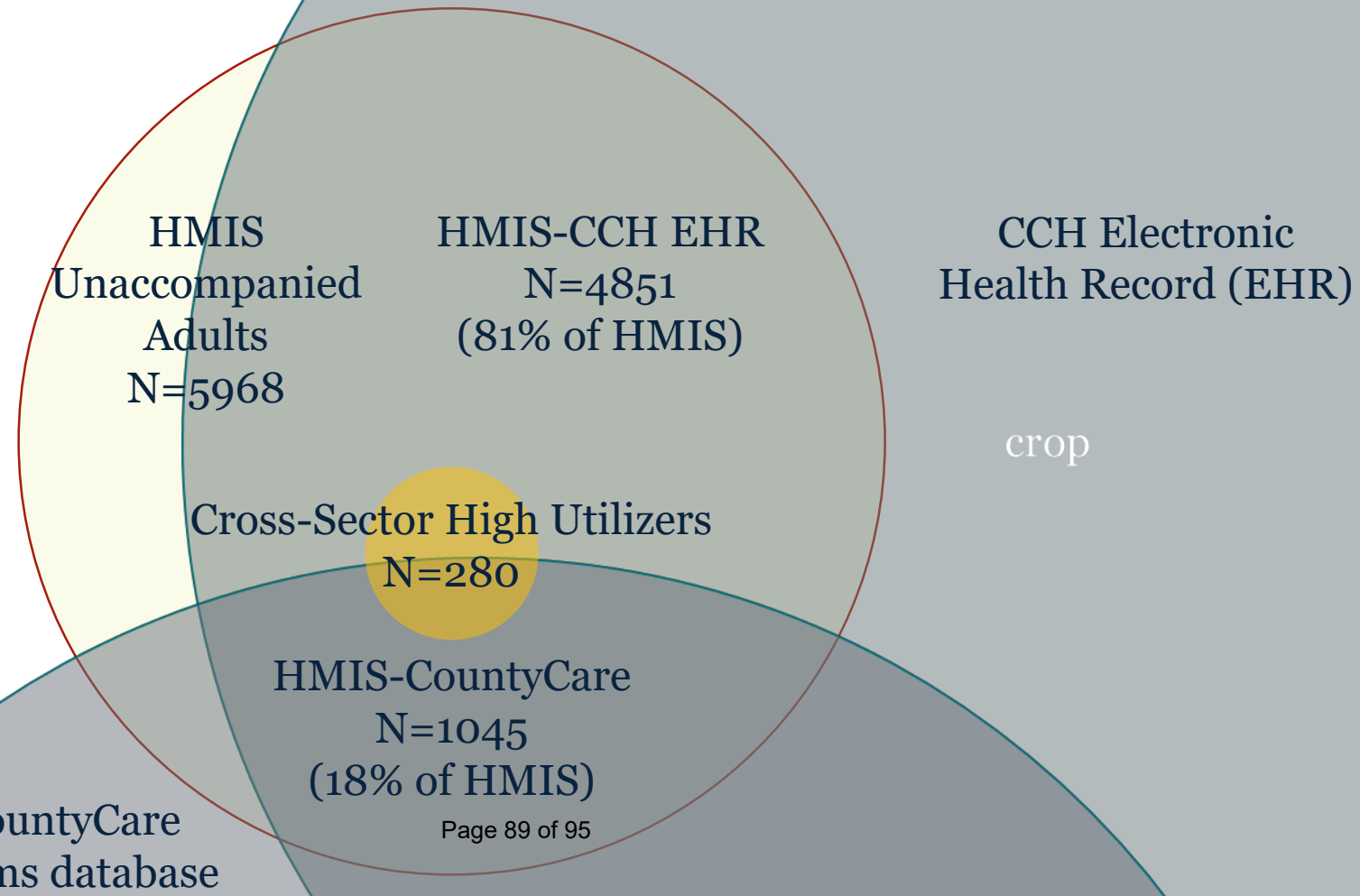
## Chicago Area Patient Centered Research Network (CAPriCORN)- Homeless Management Information System (HMIS) Data Linkage Study





# Project 2: Health-Housing Data Linkages for Coordinated Entry

## CCH-HMIS Data Linkage for the Flexible Housing Pool Project



# Project 2: Health-Housing Data Linkages for Coordinated Entry

## CRU Ongoing Role in CCH Initiatives Around Housing Insecurity

- In support and coordination with **executive leadership** and external partners to make contact with patients prioritized for permanent supportive housing through the FHP.
- Lead and execute outcomes evaluation of CCH patients in the FHP.
- Synthesize experience from CCH's recent participation in other housing programs into generalizable knowledge (WIN II, Illinois Housing Development Authority rental subsidy program).
- Participate in discussions about new CCH initiatives related to housing and involve **Integrated Care Management, Departments of Emergency Medicine and Psychiatry**, and others.



# SWOT Analysis

**Strengths, Weaknesses, Opportunities and Threats**



COOK COUNTY  
**HEALTH**

# SWOT Analysis

## Strengths

- Expertise, experience, and track record of success with deliverables
- Goals aligned with CCH priorities in social determinants of health
- Fosters a collaborative learning environment among key stakeholders in CCH
- Strong partnerships with city & state depts. of public health, including CDC
- High staff morale

## Opportunities

- Emerging partnerships in the housing and justice sectors
- Enhanced external research funding through Programmatic Services and Innovation Office

## Weaknesses

- Small reserve bandwidth to support ad hoc demands on CRU resources
- Internal grants support still in development

## Threats

- Commodification of research
- Increasing competitiveness in social determinants domains





# FY2020-2022



COOK COUNTY  
**HEALTH**

# Leverage Valuable Assets

## FY2020-2022 Strategic Planning Recommendations

### Items

- **Apply expertise to compete for grants and serve our population**
  - Building customized applications that enhance services and provide accessible, high-value datasets
  - Share record linkage tools to facilitate exchange of clinical and public-health data
  - Continue to explore “light-touch” interventions through text-messaging
- **Continue to focus on domains critical for the health of our population**
  - Behavioral health conditions
    - Opioid use disorders
  - Justice-involved population
  - Homelessness

# Thank you.

